

CONTRACTING COMMANDER'S HANDBOOK

PROJECT NUMBER: LC9932893

PROJECT MANAGER: CAPT JOHN R. PERRY

MAY 1994

Distribution limited to U.S. Government Agencies and their contractors for reasons of administrative or operational use.

=====

AIR FORCE LOGISTICS MANAGEMENT AGENCY
MAXWELL AIR FORCE BASE, - GUNTER ANNEX, ALABAMA 36114-3236

ACKNOWLEDGMENTS

The major characteristic of the Air Force over the last few years has been **CHANGE**. This is especially true with the role of Operational Contracting. The creation of the contracting squadron has expanded the responsibilities, authority, and title from Base Contracting Officer to Contracting Commander. The changes that have taken place are the reasons for this handbook. The Contracting Commanders Handbook updates the AFLMC Base Contracting Officer (BCO) Handbook.

Many individuals and organizations in the contracting community contributed to this publication. The first thank you, goes to Major Dan Daley, whose Base Contracting Officer Handbook is the foundation for this update. Special appreciation is extended to the operational commanders, MAJCOMS, and SAF/AQCO who took the time to answer the surveys, provide suggestions, and review the draft document. Special thanks go out to Capt Dan Warden, Capt Van Mathews, Major Brice Moore, and Major Sandra Gatlin for their indepth reviews.

A "big thank you" to the AFLMA personnel who provided outstanding support: Lt Col Bruce Newell, Capt Hosea Battles, and Mrs. Maxine Baldwin. Finally, I would like to thank my colleagues in AFLMA/LGC (Lt Col Jamie Adams, Capt Tom Snyder, SMSgt Dave Willis, and MSgt George Dupin) for their active assistance.

JOHN R. PERRY, CAPT USAF
Project Manager

EXECUTIVE SUMMARY

This project is an update and expansion of the popular "Base Contracting Officers Handbook." The primary reason for this update was the creation of operational contracting squadrons. Overnight, Base Contracting Officers, who formally reported to other organizational squadrons, assumed the duties, authority, and responsibilities of a squadron commander.

Contracting officers who are selected as contracting squadron commanders come from a wide range of Air Force and DOD positions that provided them with very little operational experience. The Contracting Commander's Handbook was developed to provide these new commanders with information that will benefit them during the first few critical months of command. It is also a quick reference on issues that commanders will come across on a routine basis.

The Contracting Commander's handbook documents a wide variety of topics that a new commander needs to be knowledgeable about. Contracting commanders, MAJCOM staffs, and SAF/AQC all contributed valuable information and comments to the development of this handbook.

The handbook has eleven chapters. The first two chapters cover the typical base organizational structure, the first critical months of command, organizational commanders contracting works with, important meetings, and a summary of the contracting squadron and its responsibilities. The next two chapters cover Contracting's customers and base agencies that affect the contracting squadron's operations. Chapter five provides an overview of the Quality Air Force philosophy. The remaining chapters cover the variety of contracting management and personnel issues routinely worked by commanders.

TABLE OF CONTENTS

| | |
|---|----|
| CHAPTER 1 SO YOU'RE THE COMMANDER | 1 |
| INTRODUCTION | 1 |
| BEFORE YOU ARRIVE AT YOUR SQUADRON | 1 |
| THE MISSION | 2 |
| THE FIRST FEW MONTHS | 2 |
| TRANSITION CHECKLIST | 3 |
| DEVELOPING A VISION AND ESTABLISHING YOUR GOALS | 4 |
| THE CONTRACTING ORGANIZATION | 5 |
| THE WING STRUCTURE | 6 |
| WING STAFF ORGANIZATIONS | 7 |
| INSTALLATION COMMANDERS | 9 |
| WING COMMANDER | 9 |
| THE LOGISTICS GROUP COMMANDER | 9 |
| SUPPORT GROUP COMMANDER | 10 |
| MEDICAL GROUP COMMANDER | 10 |
| OPERATIONS GROUP COMMANDER | 10 |
| MAJCOM/LGC | 11 |
| SAF/AQC | 11 |
| IMPORTANT MEETINGS | 12 |
| WING COMMANDER'S STAND UP | 12 |
| LOGISTICS GROUP STAFF MEETINGS | 12 |
| ENGINEERING (CE) STAND-UP BRIEFING | 13 |
| FACILITIES UTILIZATION BOARD (FUB) | 13 |
| FINANCIAL MANAGEMENT BOARD (FMB) | 13 |
| FINANCIAL WORKING GROUP (FWG) | 14 |
| OTHER WING MEETINGS | 14 |
| YOUR STAFF MEETING | 14 |
| OTHER CONTRACTING AND INTERORGANIZATIONAL MEETINGS | 15 |
| CHAPTER 2 CONTRACTING STRUCTURE | 17 |
| INTRODUCTION | 17 |
| CONTRACTING COMMANDER | 17 |
| DIRECTOR OF BUSINESS PROGRAMS/DEPUTY | 19 |
| SUPERINTENDENT/FIRST SERGEANT | 20 |
| SECRETARY | 21 |
| SQUADRON FLIGHTS | 21 |
| SERVICES FLIGHT | 21 |
| CONSTRUCTION FLIGHT | 23 |
| COMMODITIES FLIGHT | 24 |
| MANAGEMENT ANALYSIS & SUPPORT FLIGHT | 25 |
| SPECIALIZED FLIGHT | 25 |
| ORDERLY ROOM | 26 |

| | |
|---|----|
| CHAPTER 3 YOUR MAIN CUSTOMERS | 29 |
| INTRODUCTION | 29 |
| ENGINEERING (CE)..... | 30 |
| TYPES OF ENGINEERING CONTRACT SUPPORT | 31 |
| BASE SUPPLY | 33 |
| SERVICES | 34 |
| TYPES OF CONTRACT SUPPORT..... | 35 |
| TRANSPORTATION..... | 36 |
| DEFENSE COMMISSARY AGENCY (DECA) | 37 |
| HOSPITAL..... | 37 |
| TYPES OF CONTRACT SUPPORT..... | 38 |
| OTHER CUSTOMERS | 38 |
| CHAPTER 4 BASE AGENCY INTERFACES | 39 |
| INTRODUCTION | 39 |
| MANPOWER..... | 39 |
| CIVILIAN PERSONNEL OFFICE (CPO)..... | 40 |
| STAFF JUDGE ADVOCATE (SJA)..... | 41 |
| OFFICE OF SPECIAL INVESTIGATION (OSI)..... | 42 |
| COMPTROLLER (FM)..... | 42 |
| CHAPTER 5 INTRODUCING QUALITY AIR FORCE TO THE OPERATIONAL CONTRACTING ORGANIZATION..... | 45 |
| INTRODUCTION | 45 |
| WHAT IS QUALITY AIR FORCE?..... | 45 |
| THE QUALITY AIR FORCE STRUCTURE | 46 |
| QUALITY AIR FORCE LEADERSHIP | 46 |
| QUALITY AIR FORCE STRATEGY | 47 |
| UNIT SELF ASSESSMENT (USA) | 49 |
| AIR FORCE QUALITY CRITERIA..... | 50 |
| CHAPTER 6 WORKLOAD MANAGEMENT | 53 |
| INTRODUCTION | 53 |
| HANDLING WORKLOAD INCREASES..... | 53 |
| UNIT MANPOWER DOCUMENT | 54 |
| UNIT PERSONNEL MANAGEMENT ROSTER (UPMR) | 55 |
| THE WANG COMPUTER SYSTEM/BCAS | 55 |
| CONTRACTING ORGANIZATION MATRIX INDICATORS | 56 |
| CONTINGENCY CONTRACTING/MOBILITY TASKINGS | 58 |
| CHAPTER 7 MANAGEMENT PROGRAMS | 63 |
| INTRODUCTION | 63 |
| SELF INSPECTION..... | 63 |
| TRAINING..... | 63 |
| EFFECTIVE TRAINING: A KEY TO SUCCESS | 63 |
| ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM..... | 64 |
| IN-HOUSE PROFICIENCY TRAINING..... | 64 |
| ON-THE-JOB TRAINING | 66 |

| | |
|--|----|
| FORMAL TRAINING..... | 67 |
| MILITARY ROTATION TRAINING..... | 67 |
| COPPER CAP TRAINING PROGRAM..... | 68 |
| CONTRACT MANAGEMENT OFFICER TRAINING..... | 68 |
| ADVANCE CONTRACT PLANNING (ACP)..... | 69 |
| CUSTOMER EDUCATION..... | 70 |
| RECOGNITION PROGRAM..... | 71 |
| GOALS..... | 72 |
| OFFICE INSTRUCTIONS (OI)..... | 72 |
| CONTRACT REVIEW COMMITTEE..... | 73 |
| ANNUAL BUDGET..... | 73 |
| QUALITY ASSURANCE EVALUATION PROGRAM (QAEP)..... | 74 |
| ENVIRONMENTAL CONTRACTING..... | 75 |
| ENVIRONMENTAL LEGISLATION..... | 75 |
| ENVIRONMENTAL INSTALLATION PLAYERS..... | 76 |
| CHAPTER 8 INSPECTIONS/OVERSIGHT..... | 79 |
| INTRODUCTION..... | 79 |
| SELF-INSPECTION..... | 79 |
| STAFF SURVEILLANCE..... | 81 |
| QUALITY AIR FORCE ASSESSMENT (QAFA)..... | 81 |
| INSPECTOR GENERAL (IG)..... | 81 |
| PRIOR TO THE INSPECTION..... | 81 |
| DURING THE INSPECTION..... | 82 |
| AFTER THE INSPECTION..... | 82 |
| AIR FORCE INSPECTION AGENCY (AFIA)..... | 83 |
| PROCUREMENT MANAGEMENT REVIEWS..... | 83 |
| AUDITS..... | 84 |
| CHAPTER 9 SPECIAL OCCURRENCES..... | 85 |
| INTRODUCTION..... | 85 |
| PROTESTS..... | 85 |
| CONGRESSIONALS..... | 86 |
| RATIFICATIONS..... | 87 |
| YEAR-END CLOSE-OUT..... | 87 |
| CHAPTER 10 COMMANDER RESPONSIBILITIES..... | 89 |
| MILITARY PERSONNEL..... | 89 |
| INDEX OF COMMONLY USED REGULATIONS..... | 89 |
| ABSENT WITHOUT LEAVE..... | 93 |
| ADMINISTRATIVE DEMOTION..... | 93 |
| ADMINISTRATIVE DISCHARGE (AIRMEN)..... | 94 |
| ADMINISTRATIVE DISCHARGE (OFFICERS)..... | 95 |
| AIR FORCE FORMS 209X..... | 95 |
| ARREST BY CIVIL AUTHORITIES (U.S. ONLY)..... | 95 |
| AWARDS AND DECORATIONS..... | 95 |
| BASE DRIVING PRIVILEGES..... | 96 |
| CASUALTY SERVICES PROGRAM..... | 97 |

| | |
|---|-----|
| CHILD ABUSE OR NEGLECT/SPOUSE ABUSE..... | 97 |
| COMPLAINT SYSTEM | 97 |
| CONTROL ROSTER | 97 |
| COUNSELING..... | 98 |
| COUNSELING, ORAL AND WRITTEN..... | 98 |
| COURT-MARTIAL CHARGES | 98 |
| DEPENDENT CARE | 99 |
| DRUG ABUSE/TESTING | 99 |
| ENLISTED EVALUATION SYSTEM..... | 100 |
| FAMILY ADVOCACY PROGRAM..... | 100 |
| FINANCIAL RESPONSIBILITY | 100 |
| HUMANITARIAN REASSIGNMENT/DEFERMENT..... | 101 |
| INVESTIGATION OF MINOR OFFENSES..... | 101 |
| LEAVE, PASSES, AND COMPENSATORY TIME | 102 |
| LINE OF DUTY AND MISCONDUCT DETERMINATION..... | 102 |
| NONJUDICIAL PUNISHMENT UNDER ARTICLE 15, UCMJ..... | 102 |
| PECUNIARY LIABILITY (REPORTS OF SURVEY) | 103 |
| PERMISSIVE TEMPORARY DUTY..... | 103 |
| PREGNANCY..... | 103 |
| REPRIMANDS AND ADMONITIONS | 104 |
| RIGHTS OF THE ACCUSED (ARTICLE 31, UCMJ)..... | 104 |
| UNFAVORABLE INFORMATION FILE (UIF)..... | 104 |
| WEIGHT CONTROL PROGRAM/FITNESS PROGRAM | 104 |
| LOCAL ASSISTANCE ORGANIZATIONS..... | 105 |
| AID SOCIETIES | 105 |
| AREA DEFENSE COUNSEL (ADC)..... | 106 |
| CHAPLAIN..... | 106 |
| EDUCATION OFFICE | 106 |
| FAMILY SERVICES | 106 |
| FAMILY SUPPORT CENTERS..... | 107 |
| HOUSING REFERRAL OFFICE | 107 |
| CHAPTER 11 MANAGING CIVILIAN PERSONNEL | 109 |
| INTRODUCTION | 109 |
| INDEX OF CIVILIAN PERSONNEL REGULATIONS..... | 109 |
| ANNUAL PERFORMANCE APPRAISALS | 111 |
| APPEALS AND GRIEVANCES | 112 |
| CIVILIAN DISCIPLINARY ACTIONS | 112 |
| CONTRACTING CIVILIAN CAREER MANAGEMENT | 113 |
| LEAVE AND TIME OFF..... | 113 |
| POSITION CLASSIFICATION AND POSITION DESCRIPTIONS | 114 |
| GLOSSARY OF CIVILIAN PERSONNEL TERMS..... | 114 |
| LIST OF TECHNICAL ORGANIZATIONS..... | 125 |
| TELEPHONE NUMBERS AND ADDRESSES | |

CHAPTER 1

SO YOU'RE THE COMMANDER

Command is the legal authority to direct and order subordinates to perform duties or accomplish actions to attain military objectives. Commanders have legal authority by virtue of their rank and assignment.

Guidelines for

Command

INTRODUCTION

You are the new contracting commander! This is an important step in your career. You have been selected based on your leadership potential, knowledge, and experience. You have the official title and your squadron is expecting you. The squadron may even have prepared name plates, updated telephone directories, and rosters. You may have met your squadron management staff and your people. The ice is broken, as the new contracting squadron commander, it is time to get started.

Every commander will have many questions and you will be no exception. "Where do I get started?" "What am I supposed to do here?" "How does my squadron fit into the big picture?" "Who is my boss?" "What is he or she like?" "Who are my customers?" These questions are all standard.

Lets cover some thoughts about the first critical month of your command. We will cover planning, especially setting your squadron goals. We will review a typical wing organizational structure and see how the contracting squadron fits in the wing mission. This will give you an idea of who works for whom (or who does what to whom) and what role you play in the overall mission. We will discuss your relationship with the MAJCOM/LGC staff and finally, we will look at meetings you will attend during your tenure as a commander.

The term squadron is used throughout this handbook. This refers to a contracting squadron with 50 or more personnel and it also is used to refer to the contracting numbered flight that comprises less than 50 personnel.

BEFORE YOU ARRIVE AT YOUR SQUADRON

Congratulations! You have been officially notified that you will be assuming command of a contracting squadron. What should you do? One of your first actions is to contact the outgoing commander or, if this is not possible, the Director of Business Programs (deputy), and get an initial summarization on how the squadron is doing. Request documents be sent to you, such as the last self-inspection, MAJCOM IG or AF Quality Assessment results, a copy of the personnel roster, the latest monthly critique created by the Management Analysis Flight, and listings of all active contracts. This information should provide you with an initial understanding of how

the squadron is performing and what kind of mission support it is providing. This is also a good time to find out if there will be overlap with the outgoing commander. If overlap cannot take place consider establishing times when you can talk with the outgoing commander. Ask questions that give you a feel how the squadron is performing. Examples are provided in this chapter.

Call your MAJCOM Director and your future boss, the Logistics Group Commander. These calls will break the ice and should provide valuable insight into the effectiveness of your squadron.

THE MISSION

What is the mission of the base/wing? Chances are you will get a variety of answers--many of them different. Do your personnel really know the overall mission and even more importantly, "how does contracting fit into the wing mission?" "How do we support the mission?" Try to look at the big picture. Ninety-percent of the operational mission may be procured through depot support and accomplished by blue suitors. However, local contracting support ensures a high quality of life and sustained base support. Your squadron may directly affect the wing mission by having contracts for aircraft maintenance, supply, medical, and transportation. An important point to remember, whether it is mission impact or mission support, i.e. contracting is part of the basic mission element. Operational Commanders simply cannot get their missions completed without us. The scope is enormous. Operational contracts Air Force wide exceed \$9 billion annually and will continue to grow as more functions are contracted out.

What is contracting's mission? SUPPORT! This should be the number one focus of the squadron. The majority of your goals should center on this important point. Give a positive message of support. If you are perceived as not on the team, you could find your time on station rather unpleasant. Find ways to support, but be honest. If you are doing a good job of working with your counterparts and supporting the mission, you can head off most legal questions before they become problems. Be a member of the team rather than a contracting bureaucratic obstacle (CBO)--add this to your list of acronyms. Only say "NO" when no other answer is possible. The best measure of a contracting squadron's success is what its customers think of it.

THE FIRST FEW MONTHS

As you get settled, you should be keenly aware that you are entering the most critical time phase in your assignment. The immediate impression (intentional or unintentional) you present will set the basic tone of your tenure as contracting commander. This is a time of listening--careful listening and planning. Where is the squadron--not physically, but in terms of quality support? What direction is the squadron heading? What needs to be done? What do you want to accomplish?

Within the first 90 days of your assuming command, sit down with your management team and conduct a thorough self-inspection. See for yourself, review each major contract and management program.

During this time, you will enjoy a "honeymoon" period with your squadron. New bosses have new ideas and ultimately this results in change. Keep in mind two

thoughts during this time. First, do not change for change sake! Second, before you change something, understand why it exists. Know the background and the reasons why a procedure or process exists, only then can you effect meaningful change. Take your time when implementing change. Remember, this is a time for learning and understanding. A good rule of thumb is do not make changes for the first 30 days unless the situation warrants it. There is always some old-timer who has an "off-the-wall" idea he has tried on every blue suit BCO or commander for implementation. You can bet your next pay check it will be tried on you. Do not make any quick decisions--observe, talk, listen, plan, and do not forget to put what you want the squadron to be in proper perspective.

TRANSITION CHECKLIST

The following are useful questions to ask when you are preparing to assume the duties of contracting squadron commander. They may be addressed during your initial conversations. These are extremely important questions that the departing commander should answer for you. However, you should not rely totally on these answers, but use them to guide you before you form your own opinions.

- What is the mission of the base/wing?
- How does it impact the mission of the contracting squadron?
- What is the mission of the contracting squadron?
- What is the overall health of the squadron?
- What are the squadron's goals?
- Are there any priorities that require work?
- What is squadron annual budget?
- Does it meet the squadron's needs?
- What is the size and structure of the squadron?
 - Any personnel or manpower issues pending?
- Who reports directly to me?
- Who is the wing/senior commander?
 - What is his/her leadership style?
 - What is his/her involvement with contracting?
- What is the relationship with the wing senior staff?
- Provide an overview of my immediate boss.
 - What is his/her leadership/management style?
 - What is his/her means of communication to me?
 - How do I communicate with him/her?
 - What is his/her likes/dislikes, peculiarities?
- Request an overview of the MAJCOM LGC staff.
 - Is there a MAJCOM representative that works our issues?
- Which organizations and individuals and in what order should I visit?
 - How are the current working relationships with these organizations?
 - Are there any issues with these organizations that need to be addressed?
- What are the Wing/LG standards of performance/goals?
 - How are they measured?

- What are the results of recent:
 - IG inspections?
 - Self-inspections/self-assessments?
 - Staff assistance visits?
 - Audits?
 - AF Quality Assessments?
 - Other outside inspections, EPA, SAF/AQC Procurement Management Review?
- Does Contracting support interservice and interagency support agreements?
- What skeletons are in the closet?
- What documents should I read?
 - Are there operating instructions and support agreements?
- Are there personnel shortages/weaknesses?
- What is the training status of the organization?
 - What is the status of squadron training?
 - What is the status of customer training?
- What is the condition of the building, equipment, etc.?
- What are the major contracting issues/problems?
- What major contracting projects are in planning?
- What is the status of the contingency contracting program?
- What are the toughest problems and issues that I can expect to face?

Answers to these questions will make your transition a lot easier. Even if your predecessor has departed, do not hesitate to give him a call and ask questions.

A tradition that will provide you with initial visibility with wing leadership is the change of command or assumption of command ceremony. This officially puts the base on notice that you are the new contracting commander. Consult AFR 35-54/AFI 51-606 *Appointment to and Assumption of Command* and AFR 10-7/AFI 37-128 *Administrative Orders* for preparation of administrative orders which announce the succession of command. This is an excellent ice-breaking function before you start your official visits.

DEVELOPING A VISION AND ESTABLISHING YOUR GOALS

Objectives are not fate; they are direction. They are not commands; they are commitments. They do not determine the future; they are means to mobilize the resources and energies of the business for the making of the future.

Peter F. Drucker

A starting point for the success of your tenure as commander will be developing a vision and goals for your squadron. You have had the opportunity to meet your squadron personnel, bosses, and, your customers and you now have a basic understanding of how the squadron is operating. How you determine your goals will be based on these initial observations. Review the answers you received from the transition questions, evaluate your past successes as a leader, and your future expectations as the leader of your new squadron. Ensure you understand the

mandatory goals established by the Air Force, MAJCOM, Wing, and Logistics Group. These are normally briefed up the chain of command and are part of the MAJCOM's quality assessments. Is there a specific purpose for your goals? When you evaluate your goals how do they affect:

1. Your organization?
2. Your personnel, both individually and groups?
3. Your customers?
4. Your vendors and contractors?
5. Any other support organizations not listed above?

Answering the following questions will give you a clearer picture on the accomplishment of your goals:

- Did you actively involve your personnel in the process?
- Do your goals present potential conflicts and or restraints?
- Will higher level forces affect accomplishment?
- Do you have the resources available to meet your goals?
- How does the outside environment impact your goals?
- Do your goals inspire individual performance?
- Are your goals measurable?
- Do your goals help improve squadron efficiency?
- Do your goals improve squadron effectiveness?

Take the necessary time to develop the vision and establish your goals for the squadron.

Insure that you effectively brief the squadron vision and goals to your people. Your people view the squadron from their perspective and responsibilities, i.e., buyer, secretary, management analysis specialist, etc. Communicate your vision in such a way that they grasp it and take ownership to it. Also communicate the goals so all your personnel understand what the team intends to accomplish. A good method is to assemble the entire squadron in your conference room or a room that will accommodate all. Do not hold this meeting at the club. This is a very important meeting that will set the standard for you in the future. Do not make it a social outing. At this meeting give a brief summary of previous assignments and background. Also, outline your vision, objectives, standards, expectations and goals. Let them know that you want to be open with them and the contracting squadron is a team working together to support the mission of the base. The squadron needs to understand your vision and goals and how they will affect them. Hopefully this will motivate them to greater achievements. Communication is the key. Continually review your goals and the progress being made in achieving them.

| |
|--|
| <p style="text-align: center;">AIR FORCE GOALS COMMAND GOALS COMMAND LGC GOALS WING GOALS LOGISTICS GROUP GOALS SQUADRON GOALS</p> |
|--|

THE CONTRACTING ORGANIZATION

Your squadron supports the wing mission through the purchase of essential commodities, construction, and services from the civilian economy. AFI 38-101 sets forth the standard organization and AFR 70-8/AFI 64-102 describes the functions of a contracting squadron. See figure 1-1 for a typical contracting squadron organizational structure. The squadron roster should help you associate names and titles with the folks you will meet in the next couple of days and will be working closely with during the next few years. REMEMBER your peoples names! Regardless of military or civilian status these people are critical to the success of the contracting mission--so learn their problems, concerns, interests, attributes, and limitations intimately. Understanding the wing structure is a logical first step in identifying and dealing with your customers and understanding the "big picture" of the mission, see figure 1-2 for wing structure.

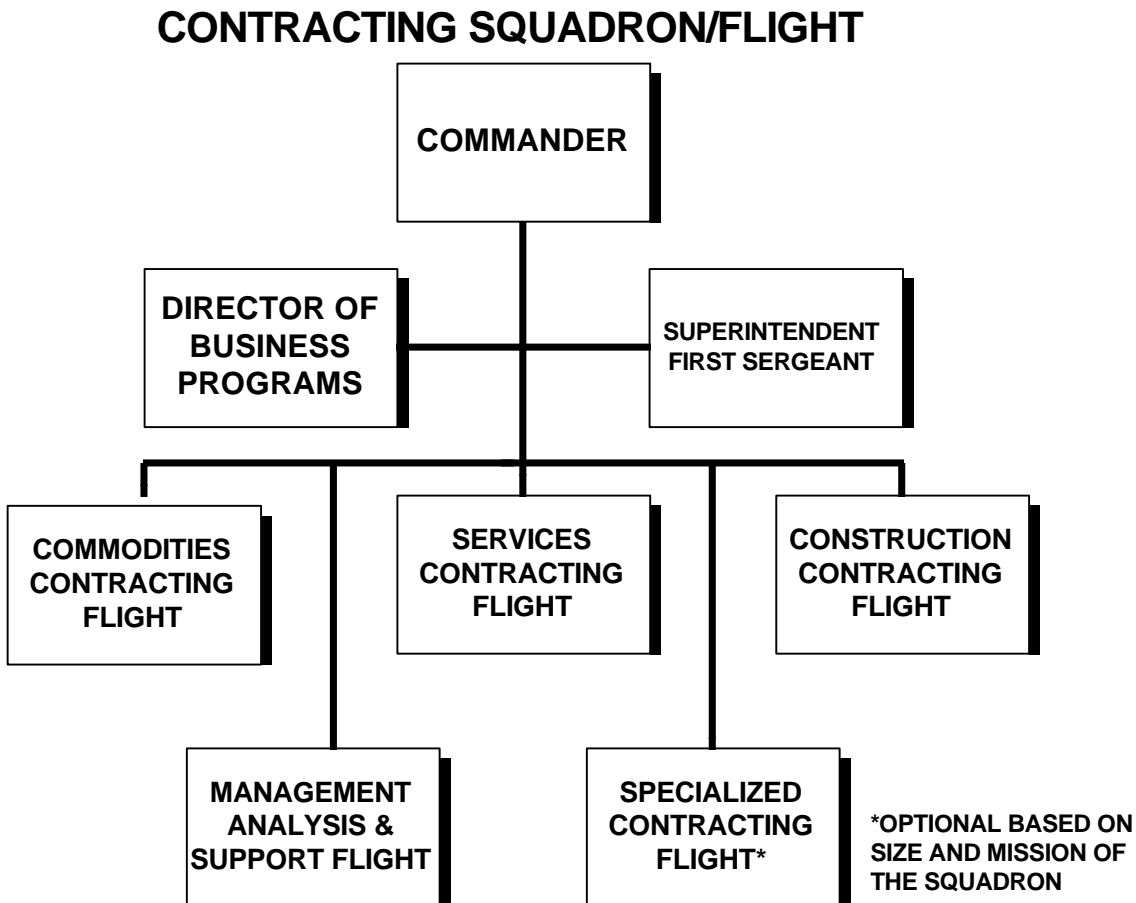


figure 1-1

THE WING STRUCTURE

The objective wing is a flatter organization with the emphasis being on the accomplishment of wartime tasks without reorganizing. Rapid decision making and a clear cut purpose, goal, and scope highlight this new reorganization.

The objective wing has changed the overall structure of most bases. Many organizations have been consolidated to meet the flatter organizational structure. Directorates have been replaced with groups. The old Directors of Resource Management and Maintenance have been combined into the Logistics Group. Contracting is one of as many as five squadrons/Numbered Flights in the Logistics Group. Logistics Support, Maintenance, Supply, and Transportation comprise the standard squadrons. Group organization varies with different missions, i.e., aircraft, missiles, training, etc.

WING ORGANIZATIONAL STRUCTURE

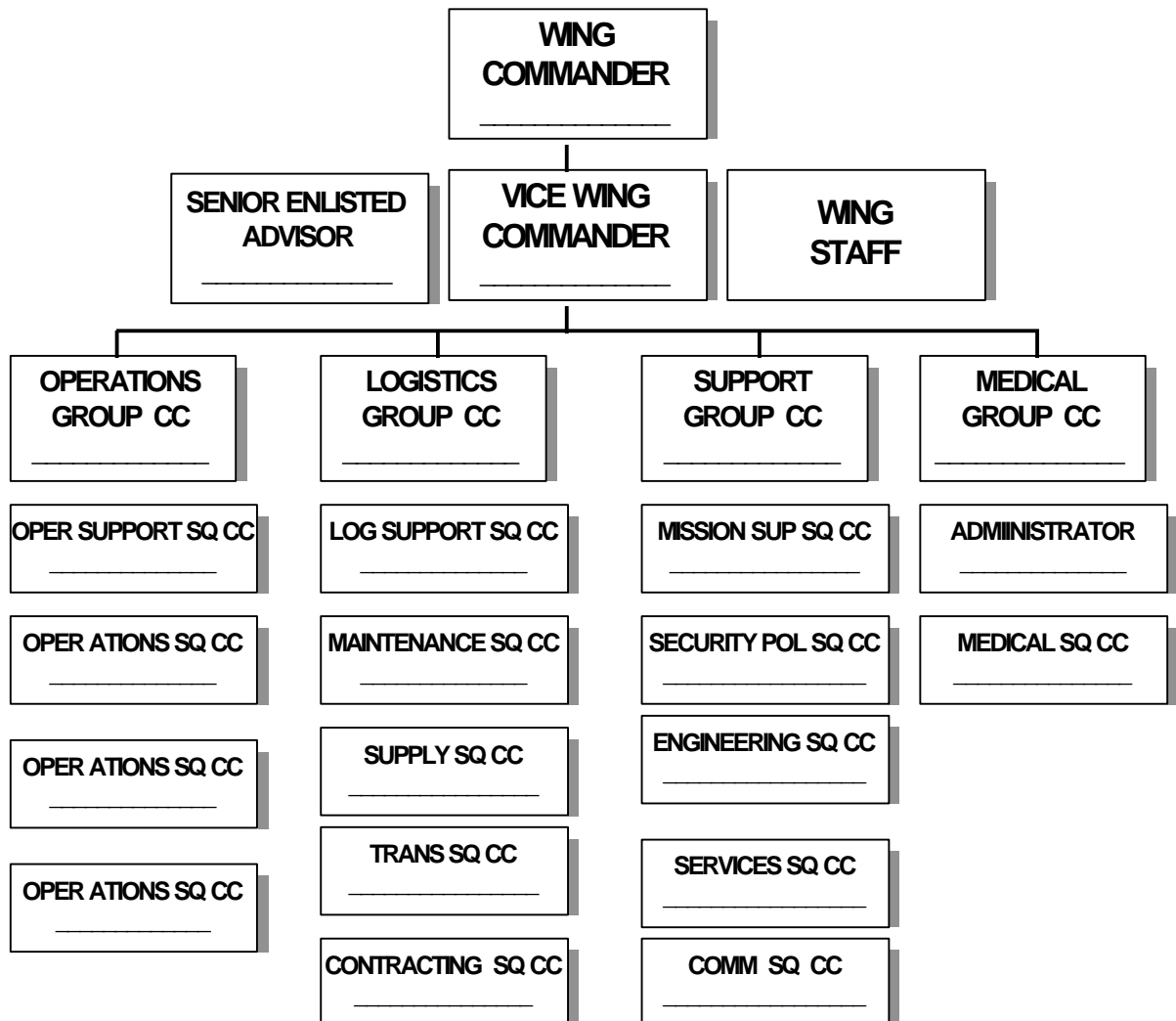


figure 1-2

WING STAFF ORGANIZATIONS

Wing Staff organizations report to the Wing Senior Staff. Wing staff personnel are attached to the Mission Support Squadron for administrative and UCMJ purposes. You will deal with these offices quite frequently as customers and for official purposes. See figure 1-3.

Public Affairs: The advisory office for all media and community relations. This office will be your point-of-contact for newspaper articles and other correspondence that will go to the base and local community.

Historian: Maintains a historical data base on all events that take place on the base. They write periodic history of the unit and help oversee your squadron historian program.

Command Post: The basic wing command post structure includes the Operations Control Center, Maintenance Control Center, and Survival Recovery Center. It also includes, where possible, other 24-hour posts whose normal non-duty hour functions can be done by the command post duty personnel using checklists, personnel and recall rosters. These folks will call you after duty hours for emergency contracting support.

Finance: Is the primary financial advisor to the wing. The Comptroller provides financial analysis and financial services, including budget requirements, execution and analysis, cost and economic analysis, disbursing, paying services, travel pay, and liaison with the Defense Finance and Accounting Service (DFAS). See chapter 4 for further information..

Manpower: Provides manpower management support to the wing, participates in wartime contingency planning and support, suggestion programs and maintains the manpower data base system. See chapter 4 for additional information.

Safety: Safety will visit you at least annually to conduct staff assistance visits/safety inspections. This office is responsible for weapons and ground safety as well as nuclear surety when required.

Staff Judge Advocate (Legal). Is one of your key contracting and squadron team members. Legal provides commander and subordinate units advice and counsel on military justice, claims, operational law, international law, environmental law, civil, and other legal matters. They actively review and provide counsel on contracting matters as defined by the MAJCOM and the Federal Acquisition Regulations and other regulations as impacted. See Chapter 4 for more information.

Chaplain: Provides worship and religious education; performs pastoral care, ministry of presence rites and sacraments; provides counseling to base personnel, and assists you as a commander as necessary. The chapel is a unique customer with annual requirements for services.

Social Actions: Provides programs to promote equal opportunity and equal treatment, conducts human relations education, and conducts substance abuse education and treatment.

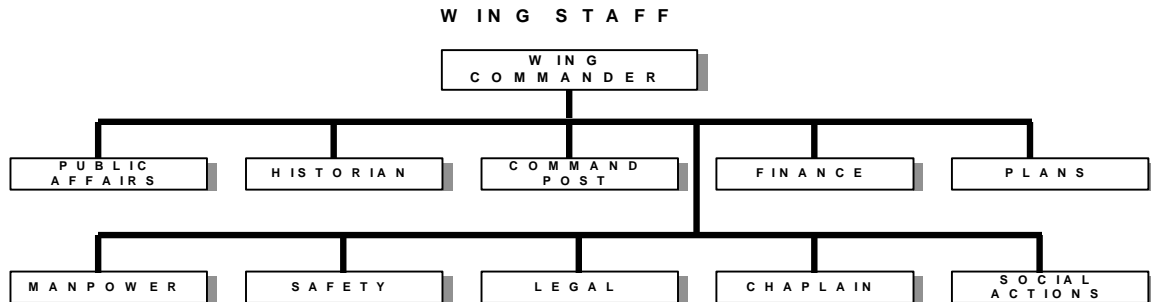


Figure 1-3

INSTALLATION COMMANDERS

WING COMMANDER

ONE WING, ONE MISSION, ONE BOSS

The wing commander is the key leader for the successful operation of the wing. With the new philosophy being placed on rapid decision-making under one individual, the wing commander has assumed additional major responsibilities that were responsibilities of the old base commander. Also, with the emphasis being placed on the objective and composite wing structure, the wing commander will probably be a brigadier general. His time is precious so make the most of every meeting. Whether it is a meeting with the logistics group commander or the wing staff/stand up meeting keep him informed. Develop a regular method of appraising your wing commander of the top five or six contracting issues affecting the base, (i.e. monthly point paper). Take the time to learn his leadership style, goals, and any little quirks that will give you a better understanding of what he expects. At least semiannually invite the wing and vice commander to the squadron for a contracting update. This meeting can address the status of the squadron's programs and include the Quality Assurance program update. This may also be a good time to have the wing commander present awards and other important decorations to the troops.

THE LOGISTICS GROUP COMMANDER

Your immediate boss and reporting official will probably be the logistics group commander, often referred to as the LG. The LG has a highly diversified job. One of the most important, he is the wing competition advocate. This in itself requires that you provide him with current applicable information. To put it another way:

KEEP THE LG/CC AND THE LG/CD CONTINUALLY INFORMED

The LG will be your primary supporter with the wing commander, group, and squadron commanders. Keep him up-to-date on just about everything you do. The last thing you ever want to have happen is to have the LG get blind-sided by a source

outside the group. Provide him with the answers before they become problems. Some different methods that you can use to keep him informed are:

- Provide modified copies of the contracting monthly updates taken from the monthly 7106 Report prepared by the Management Analysis Flight. Sit down with the boss and the deputy to explain the information available. Find out what information they would like to see monthly. A standard critique may be too detailed and consumes time needed for other areas.

- Logistic Group Senior Staff Monthly Meeting. Once a month invite the LG/CC and deputy to the squadron and brief them on squadron and contracting issues. A good idea is to have the squadron staff at the meeting to address any specific issues that are brought up and allow them visibility with the boss. This can be a formal presentation or an informal meeting, whatever meets the boss's needs.

- Logistics Group Staff Meeting. This is an excellent forum for briefing current and developing issues.

- One on one. Your boss usually has an open door policy. Use it.

Like the wing commander, take time to learn about your new boss. You may find that your boss has very limited contracting experience. You may want to provide contracting training that focuses on his specific responsibilities. Tell him how the process works, potential problem areas, customer problems, and his responsibilities. The same thing applies with the deputy. This may be even more important as the deputy may be responsible for issues that the LG does not have time to work. The deputy may be responsible for reviewing the issues that go to the commander. Keeping the LG senior staff informed will be critical.

| |
|--|
| TAKE CARE OF THE BOSS AND THE BOSS WILL TAKE CARE OF YOU. |
|--|

SUPPORT GROUP COMMANDER

This person is the boss of your largest customers: Engineering, Communications, Services, and Mission Support squadrons. This group is responsible for the majority of your service contracts and almost all of your construction contracts. Base support will be the number one goal and you will be working closely to help meet these mission requirements. Meet this person early and establish a positive working relationship with him. It is also a good idea to meet the Deputy Support Group Commander. This support leadership team will be responsible for many projects that you will be actively involved with. Establish an active working relationship with them and make sure they include you and your staff in project planning.

MEDICAL GROUP COMMANDER

The medical group will be one of your most active and challenging customers. From a large and complex variety of supplies and equipment to unique construction projects this customer will keep you busy. You need to meet the commander and the hospital administrator early. Both will play a vital role in mission requirements. Provide an overview of contracting and your philosophy on good customer support. Reinforce that you are a team player and are looking forward to supporting their requirements.

OPERATIONS GROUP COMMANDER

Mission performance is the key with this group commander. Expect to deal with the operations group commander on issues that will impact "aircraft on alert and quality of life." Your dealings with this individual will grow dramatically if contracting has contracts for aircraft maintenance, transient alert, and other flight line contracts. Do not under estimate the importance of other seemingly unimportant purchases, such as the purchase of flying scarves and squadron patches. These are critical to operational units.

MAJCOM/LGC

The MAJCOM/LGC will have a powerful impact on your squadron's operation. Areas of responsibilities that you should have a good understanding of include:

- MAJCOM/LGC organization. Each MAJCOM is organized differently. This is based on mission requirements, the organizations it supports, and the size of the command. The two major areas that you will be normally working with are the MAJCOM policy people and the contract review committee.
- MAJCOM/LGC Staff. You may be dealing with the MAJCOM on a daily basis so get to know them and their responsibilities. If possible, schedule a TDY to the MAJCOM and meet the director and staff personally. Match the faces with the voices. The chief probably was involved with your selection so he has background information on you. When you arrive on station he should be one of your first calls. Get to know him, his philosophy on how the MAJCOM operates, his view on empowerment and delegation of authority, and his expectations of you. Obtain a copy of the staff roster and find out who is responsible for specific programs. There are many issues raised at base level for which assistance from the MAJCOM is invaluable.
- MAJCOM/LGC Policy, Programs, and Goals The MAJCOM FAR Supplement will be the starting point for any questions that you may have. Research it thoroughly then get clarification from the MAJCOM staff if you have questions. Find out how policy and programs are prepared and sent to the bases. You will have reports that will be due throughout the year. Find out who the OPRs are and get general background information on what they want. Contract review policies and procedures should be a priority on your list. You need to have a solid understanding of MAJCOM/LGC Business and Contract Clearance requirements, pricing support, and contract file contents. Good questions to ask are what are the MAJCOM end-of-year procedures? What are the command goals? How are they determined? Who sees them? And, what are the repercussions if they are not met? Other questions you may want to ask are:
 - How are formal training slots distributed? When do requests get submitted? What are the procedures for requesting fall-out slots?
 - What are the Acquisition Professional Development Program (APDP) certification requirements? What is the policy on waivers?
 - What is the command policy on the issuance of contracting officer warrants?

- Who is the MAJCOM/LGC Inspector General? What is his philosophy on base inspections?

- What is the MAJCOM/LGC policy and procedures on staff assistance visits?

Strive to understand the role of the MAJCOM and do not hesitate to increase the MAJCOM's knowledge of your operation. One of the most important things you can do is communicate any issues or major events that would be of MAJCOM interest. The better each understands the other's role, the more productive the relationship will be. The MAJCOM is a valuable source of information and assistance. Do not hesitate to use it.

SAF/AQC

The Deputy Assistant Secretary of the Air Force for Contracting (SAF/AQC) develops and oversees contracting policy for the \$44 billion, 8,800 personnel, Air Force acquisition program. SAF/AQC is made up of five divisions and offices that includes: Assistant for FAR System (AQCF), Contract Support Division (AQCX), Pricing and Contract Administration Division (AQCP), Systems and Logistics Contracting Division (AQCS) and the one you will hear the most, the Operational Contracting Division (AQCO).

SAF/AQCO is responsible for the development and implementation of all operational contracting policy for the Air Force. This organization is the contracting focal point for services, construction, information systems, nonappropriated funds and other selected areas. In addition, AQCO is responsible for contracting manpower, organizational, and functional matters. AQCO conducts Procurement Management Reviews (PMRs) on scheduled contracting organizations annually. Most SAF/AQC information will be channeled by AQCO through the host MAJCOM to each installation. Bases should channel through the MAJCOM any issues that require SAF/AQC attention. However, SAF/AQC may support the field directly on any issue, but always coordinate with the respective MAJCOM first.

IMPORTANT MEETINGS

| |
|---|
| <p>THE AVERAGE EXECUTIVE SPENDS 16.5 HOURS A WEEK OR 21 OF 52 40-HOUR WORKWEEKS IN A YEAR IN MEETINGS</p> |
|---|

As a key member of the wing staff, you will attend a variety of meetings dealing with mission, base, and specific contracting issues. PREPARE! Before you attend a meeting do your homework. Sounds basic, but after you attend a few meetings it will become obvious some folks did not have their act together before they walked in the door. A number of meetings will have minutes and prepared agendas. Look at this information and determine the purpose and which organizations will attend. Try to anticipate questions. You do not have to get all the information yourself. Your people probably already have the answers. Have them give it to you. Make sure you understand what they are giving you. There may be many instances when their attendance will be highly beneficial. Having information may not guarantee success,

but it should save you from taking unnecessary hits. One key rule to remember when answering questions is, **DO NOT SHOOT FROM THE HIP**. If you do not know the answer, say so, and you will follow-up with "I will find out and get right back with you." **THEN DO IT!** Let's look at important meetings you will be attending.

WING COMMANDER'S STAND UP

This meeting brings together all group and squadron commanders, special organizations, and personnel that will brief specific issues. Stand up usually follows a formal agenda and covers important mission and base topics. This is a good forum to obtain information and provide information to the senior staff and squadron commanders. You may be required to provide a quick briefing on the status of important contracts. Make it brief and to the point. As with all your meetings, **BE PREPARED**.

LOGISTICS GROUP STAFF MEETINGS

The LG commander will probably conduct staff meetings at least weekly. The normal LG staff meeting members include: Supply, Transportation, Contracting, Logistics Support, and Maintenance commanders. You will also find the LG deputy commander, chief of quality assurance (chief enlisted manager), and possibly representatives from quality, environmental and training in attendance. The LG will set the tone for the meeting. Once you get the feel, you will know how to prepare for them. The best advice that can be offered is to: **KEEP THE BOSS INFORMED SO HE IS NOT SURPRISED BY HIS BOSS!** Suggest you talk to your predecessor or one of your squadron counterparts to get some background information on his meetings. It is important to coordinate with your LG peers before significant issues are discussed at the LG/CC level.

ENGINEERING (CE) STAND-UP BRIEFING

This is one meeting you should attend because of the extent of the coverage. It is normally held once a month with the support group commander or his deputy chairing the meeting. Based on the importance of the topics you may see the wing commander or vice wing commander, group commanders or deputies, and squadron commanders attending. The CE commander and his flight chiefs will be the key briefers. It is a very good meeting to help you keep your finger on all base projects, CE's perspective on the status of active projects and customer feedback. Contact the operations or engineering flight a day or two before the meeting and find out if they plan on briefing any problem areas, i.e., contractors behind schedule, cure notices, etc. Strongly suggest you carry a current status listing of all projects and solicitations into the meeting (construction, architect & engineer, SABER, and COCESS). Also, consider taking your construction flight chief. It will let him see the big picture of what is happening on base and provides the CE perspective on the status of projects. Finally, this is a good forum to diplomatically voice your concerns about funding for modifications, performance work statement, QAE or inspection problems, etc. **CAUTION: BE PREPARED! DON'T STAB ANYONE IN THE BACK.** This meeting is where you and your organization gain the most credibility.

FACILITIES UTILIZATION BOARD (FUB)

The deputy support group commander chairs the FUB and it normally takes place four times a year. Pay particular attention to the FUB meeting that takes place at the start of the fiscal year. All facility projects for the next five years are brought before the commander for review and prioritization. Suggest you concentrate on those projects which your squadron will likely receive in the coming year. Minutes are normally published for this meeting. Ensure your people get a chance to review and comment on these minutes.

FINANCIAL MANAGEMENT BOARD (FMB)

The wing commander chairs this meeting and you are an advisor to the board. You need to attend this monthly meeting because it controls the majority of the work that will be coming into your squadron. You may even see commanders asking, begging, and fighting for money. The things you need to watch out for are the long lead-time projects that will cause problems. This is one meeting where you can really shine. Usually the agenda is published in advance so you can identify potential problems before the meeting, work out a solution, and present it in front of the commanders. Remember the perception as a team player is very important. During this meeting you will be asked about how long this or that will take to buy. Try to answer these questions ahead of the meeting. Again, be prepared.

FINANCIAL WORKING GROUP (FWG)

The budget officer chairs this meeting and it normally takes place once a month. Resource advisors from the different organizations will attend. You are an advisor for this group. Suggest you, the deputy, or superintendent attend this meeting. It is during this meeting that projects are prioritized for funding. Normally, commanders do not attend this meeting. The FWG meeting normally precedes the Financial Management Board. It is at meetings like this you can get a "heads-up" as to projects that may come to contracting for purchase.

OTHER WING MEETINGS

The mission of your wing will be the driving factor as to the number and types of meetings you will attend as a commander. Standard meetings may include safety, nuclear surety, roads and grounds, and other unique types. Many bases have a variation of a squadron commanders meeting. This is a good forum to address issues and problems directly to the squadron bosses so plan accordingly. Care should be taken in scheduling to attend these meetings. They will take a lot of time. You may want to discuss with the LG the benefit of your attendance.

YOUR STAFF MEETING

You should normally conduct weekly staff meetings with your deputy, superintendent, secretary, officer trainee(s), Copper Cap trainees, and flight chiefs. What you talk about depends on what is "HOT" and what is not at the time. We offer here some helpful hints for conducting productive staff meetings. It is not the intent to

suggest how you should conduct your staff meetings, but one basic rule applies: You should feel comfortable with the style you select. Given your chosen style, here are a few hints for productive staff meetings:

- Prepare.
- Always provide an agenda in advance.
- Prepare the meeting place.
- Always start on time.
- Set a time limit.
- Include only appropriate people.
- State the purpose at the beginning of the meeting.
- Stay on the topic being presented.
- Progress from the least time-consuming items to the more difficult.
(announcements to reports to discussion).
- Summarize and keep the meeting on track. Do not let the agenda expand.
- Be specific on action items and establish specific completion dates.
- Have someone take notes for future reference. Circulate minutes for all to read.
- Be conscious of time limits and bring about closure. The dragged-out meeting loses its value as the participants become bored.
- Control participant wordiness.
- Keep emotions to a minimum.
- Encourage your flight chiefs to recognize outstanding performers
- Emphasize quality initiatives and programs.

OTHER CONTRACTING AND INTERORGANIZATIONAL MEETINGS

There will be a wide variety of daily squadron meetings. Choose attendance based on its importance. Occasional attendance at bid openings, pre-performance conferences, FAC and QAE meetings, customer meetings, and others will keep you up-to-date with issues. Squadron Advisory Council, Quality Council, and other personnel related meetings will increase your creditability by showing concern to their well-being.

Hopefully this will provide you with an overview of your squadron, the wing structure, who fills what jobs, your MAJCOM/LGC relationship and important meetings you will be attending.

THIS PAGE LEFT INTENTIONALLY BLANK

CHAPTER 2

CONTRACTING STRUCTURE

"The real winners in life are the people who look at every situation with an expectation that they can make it work or make it better."

Barbara Pletcher

INTRODUCTION

Now that you are settled, smarter, and know more about the important role your contracting squadron plays in supporting the mission, let's take a look at the different functions your people perform in the squadron. We will start by looking at the management role of the Base Contracting Officer (BCO)/Commander, Director of Business Programs/Deputy, Superintendent/First Sergeant and your secretary. Next, we will discuss the contracting organizational structure as outlined in AFI 38-101. We will look at the various functions of the flights and provide you with a few management indicators for each of these areas. The flights we will review include Services, Construction, Commodities, Management Analysis & Support, and Specialized. We will also look at the orderly room and its responsibilities.

CONTRACTING COMMANDER

DO NOT HOLD BACK -- BE A PLAYER WHO SUPPORTS THE MISSION OF THE BASE! Your total involvement is extremely important to the overall acceptance of the contracting squadron as a base team player. Whether it is a bomb wing, composite wing, or a training wing your aggressive support will go a long way to ensuring the wing's mission accomplishment. As a commander, you will be actively involved with a number of events that impact the morale and mission of the wing. Events such as the departure and return of deploying wing personnel, graduation ceremonies for professional military education attendees, award and recognition banquets, and countless other functions and ceremonies will require your time and your visible attendance. You may not fly, but what you do enables others to fly. Do not sell your organization short by staying behind your desk. You are the primary salesperson for the squadron. Without you out in front, few will realize the vital part your squadron plays in the mission of the wing. These are super opportunities to show that your squadron is a part of the team.

Be proactive in representing contracting. Take the time to brief new commanders on the mission of contracting and the impact contracting will have on their organization. Attend meetings that have a direct impact on the mission and morale of the wing. Circulate your business cards around the base. Customer support will be one of your major goals. The more knowledgeable you are about customer requirements, the closer you will be to supporting them. Educate and be educated. Keep wing leadership informed of the importance of contracting to achieving the mission. Schedule time to invite senior leadership to the contracting squadron to cover

essential areas of contracting that will impact them and their organizations. This time will be well spent and will go a long way to establishing a strong positive working relationship. Network yourself to your peers and senior leadership. Open lines of communication with them on a personal basis to as great an extent as possible.

Do not manage with a bunch of gimmicks or a crystal ball. The computer will give you all kinds of products that provide you all kinds of indicators. These indicators are just that, indicators. You are the chief chemist that has to stir the pot and make the whole thing work. "Manage by wandering around (MBWA)" the squadron and the base and getting involved. Your people really need to see you, talk to you, and know you care. DON'T GET HUNG UP DOING TOO MUCH OF THE TECHNICAL WORK; you have a highly trained staff to do this, learn to delegate and do not micro manage; your job is to lead and manage. Balance is the key.

Here are major responsibilities as identified by the MAJCOMs and SAF/AQC as being the most important a commander can accomplish to ensure successful mission accomplishment. They all interrelate and if success is your goal do all of them. Compare these with the thoughts provided by experienced BCOs/Commanders later in the chapter.

- Start by providing strong, aggressive, and dynamic leadership to your squadron, base community, and local civilian community.
- Aggressively support the wing/base mission.
- Accomplish all aspects of the contracting mission while staying in compliance with laws, regulations, and policy.
- Take care of your people. Provide training, insure the best working environment, and equipment are available. Recognize their performance and establish good communications (keep them informed).
- Provide your customers with the best support and service available. This starts by building strong working relationships.
- Provide the best contracting value available by the use of customer-oriented contracts, procedures and customer education programs.
- Establish a comprehensive communications program with your customers, contractors, squadron personnel, and MAJCOM.

Here are some thoughts gathered from experienced base contracting officers and commanders; many overlap with the above responsibilities:

- You are now in a position where your successes can directly impact our pilots' ability to fly, the medical group's ability to save lives, and the security police's successful protection of resources.
- Know your chain of command. Do not break the chain that could be the "link" to a successful career.
- You are the base expert for all contracting matters--take this responsibility as serious as a heart attack.
- Do not stereotype customers and do not tolerate anyone in your squadron that does.
- The base contracting job is one of the most prestigious and professionally rewarding positions on the installation. Be proud to represent one of the most technically demanding, politically sensitive, and totally challenging jobs you will ever have.

- Attack the job with a positive attitude because if you do not, the job will eat you, spit you out, and generally ruin your whole day.
- Find out who your customers are, what they want, what they need, what their problems and concerns are, and their likes and dislikes.
- Be an active team player, not a limiting factor by throwing regulatory obstacles in their path.
- Communicate, communicate, communicate, this is the key for outstanding contracting support.
- Do not tolerate "cliques, gossip, or infighting" within your squadron--camps divided dilute team effectiveness.
- Recognize your troop's hard work, whether it is a pat on the back, positive words, or the submission for a base or MAJCOM award. The key is to reinforce positive performance.
- Figure out what is important. Set your priorities--the "what's hot and what's not" management approach.
- Do not ever guess. If you do not know the answer to the colonel's question, tell him you will immediately look into the matter and get him an answer.
- Do not be intimidated. Tell it straight, explain why, and offer an alternative approach if appropriate.
- Never compromise your integrity or that of your people.
- Be prepared for any personnel problem imaginable.
- Do not hide behind the FAR. No, is not the standard answer. Offer alternatives; the FAR has great flexibility built into it.
- Be punctual, sensitive to suspenses, uncompromising with your appearance and that of your squadron, and responsive in your daily encounters.
- Squadron management needs to work as a cohesive team. Good communications and coordination are a must! Failure will adversely impact every person in the squadron.

Finally, actively support professional organizations that benefit you, your personnel, your organization, and the base. Professional organizations that provide lasting benefits in contracting and purchasing are the National Contract Management Association and National Association of Purchasing Managers. There are other professional organizations that support different technical specialties throughout the base. Some of these may be beneficial to contracting. The business community is most commonly represented by the local chamber of commerce. Active participation in this organization will enhance contracting's business relationships with companies that are members of the chamber.

DIRECTOR OF BUSINESS PROGRAMS/DEPUTY

The deputy is your "Right Arm" in most matters. This individual should know as much as you do about what is "happening" on the base and in the squadron. This makes the deputy extremely valuable during your transition to command. If you need to make a decision, brainstorm possible alternatives with this person. In your absence this person runs the show. The deputy is a known commodity for personnel in the squadron. She also provides you guidance on all civilian personnel matters and should

be your direct link with the civilians in the squadron. This person sets the professional image and is the example for the civilians to follow. The deputy is normally a technical expert with many years of contracting experience. Take advantage of this expertise and experience. Your deputy probably has seen excellent, average, and marginal Commanders/BCOs come and go. Show this person you care about the mission and squadron and its efforts and chances are she will bend over backwards for you. You, your deputy, and the superintendent comprise the management team. You, with the support of these individuals, will be responsible for the contracting organization's successful mission accomplishment.

Primary duties normally associated with the deputy position include being Director for Small Business Programs and chairperson for the contract review committee (see management programs). As Director for Business Programs, she is tasked by regulation to perform many duties. Here are a few:

- Monitors the obtaining of various Air Force small business goals such as:
 - (1) Prime awards to small business;
 - (2) Small business set-asides;
 - (3) Disadvantaged awards;
 - (4) Awards to woman-owned businesses;
 - (5) Section 8(A) awards and others.
- Briefs the Wing Commander at least quarterly on status of Air Force and command small business goals.
- Reviews all purchases over \$10,000 for set-asides for small business.
- The deputy is a member of the contract review and pricing committees.
- Your deputy participates in government-industry conferences, trade fairs, and small business days to assist small and small disadvantaged firms.
- Works with small businesses and base customers to match products with mission requirements.

The deputy should carry a fair share of the management load, i.e., management programs, attend meetings, problem-solving, and rating official for civilian flight chiefs. Often times, because of your role as commander, your deputy may be viewed as the "inside" person while your function is attending meetings and acting as contracting's spokesperson and may be dubbed as the "outside" person.

Never lose sight of your relationship. Communicate, discuss issues and problems, work for the common good of the squadron, and base customers. Discuss your management philosophy, focusing on her roles and responsibilities, goals, and your expectations for successful mission accomplishment. The bottom line is you, your deputy, and the superintendent need to be a team. If you are not, you will be going to bat with two strikes against you and the impact will affect the morale and operation of your squadron.

SUPERINTENDENT/FIRST SERGEANT

Your Superintendent/First Sergeant is your left arm or perhaps your other "Right Arm" in managing the squadron. The management role of this person should run parallel to the deputy's role in such areas as brainstorming problems, monitoring management programs, and attending meetings. There is even a chance this person

performed as a BCO in an overseas assignment and understands your job better than you do. You need to make sure this person is part of the management team. Many Commanders/BCOs in the past have failed in this area. The Superintendent is your direct link to the enlisted force in the squadron. If an enlisted member has a problem or question, this is the person they should see first. As a first sergeant he will be responsible for the role of a counselor. However, this is also a team function that will impact personnel decisions of your enlisted. Clarify this if you see a problem--depend on your Superintendent as the senior enlisted person. You should ensure your flight chiefs understand the Superintendent's role in this area. It can cause hard feelings if a flight chief perceives the Superintendent is circumventing his supervisory responsibilities. At the same time you must support the management position of the Superintendent and his responsibilities in the organization.

Normally, the Superintendent performs the following functions: self-inspection monitor, contracting officer, OJT monitor, training manager for formal schools, monitor for flight and squadron training, mobility and contingency contracting NCO, and military career advisor. First Sergeant responsibilities include maintaining the highest personal and professional standards, overseeing enlisted personnel issues and assisting you in managing squadron activities. Your superintendent is responsible for the operation of the squadron orderly room. He should be knowledgeable in all areas of the UCMJ, personnel, and squadron programs.

Combining the First Sergeant and Superintendent positions puts a tremendous number of responsibilities on your senior NCO. You may want to consider assigning some of these duties to other TSgts or MSgts in the squadron. Too many times you see the Commander and deputy discussing important issues while the Superintendent is off in his corner office. This person is a player so treat him that way. Three heads are better than two.

SECRETARY

Your secretary plays an extremely important role in your day-to-day activities. Duties normally associated with this person include the following: typing/filing, visitor control, tracking suspenses (customer education, documents), reminding you of required meetings, scheduling appointments, and preparing the history. There are more, but you get the idea. Use this person to help you better organize your day, relieve paper flow, and administer your squadron scheduling requirements. When filling this position, choose wisely. This person can assist you in scheduling and utilizing your time more efficiently. You are going to have many important meetings, briefings, and document suspenses during your tour. This person can make you look like a hero or a forgetful fool so do not take this person for granted. Remember to recognize this person during National Secretary's Week! From our management section, we will now look at the major players that perform the contracting mission, your operational flights.

SQUADRON FLIGHTS

SERVICES FLIGHT

Services personnel are responsible for purchasing and administering a variety of service, maintenance, and repair requirements. These requirements are initiated from various organizations on base such as:

- Transportation Squadron -- Packing and Crating, Vehicle Rental, Travel Services
- Services Squadron -- Mess Attendant/Food Service, Mortuary, Laundry, Billeting
- Maintenance -- Transient Alert, PMEL, Aircraft Maintenance, Aircraft Wash
- Engineering -- Custodial, Refuse Collection, Grounds Maintenance, Cable TV, Military Family Housing Maintenance, Grounds Maintenance, environmental clean-up

and surveys, pollution prevention, cultural, historical, and a variety of utility contracts

- Medical -- Emergency room, Doctors, equipment maintenance
- Communications -- Land Mobile Radio Maintenance, cellular telephones

In addition to these examples your services personnel purchase and administer many smaller service requirements, i.e., postal service, chapel services, computer repairs, elevator maintenance, heavy equipment rentals, vehicle painting, etc. Have the flight chief keep you informed on all problem areas and provide you weekly/monthly updates on all major service solicitations and contracts. This flight is also responsible for purchasing contract repair services if there is no separate contract repair element in the squadron. It is important to note that based on congressional interest in "contracting out" the list of contracted services may grow.

Contract administration is one of the major responsibilities for successful services support. It is one area that cannot be put on the back-burner. Your contract administrators, functional area chiefs, and quality assurance evaluators need to understand their responsibilities and the government's rights on each contract administered. Many bases have a quality assurance program coordinator that provides a centralized coordination point for training, meetings, contract reviews, and other administrative requirements for all base service contracts.

Contract Repair Element

A Contract Repair Element may be included within the Services Flight. When this function is accomplished as a individual element, it is responsible for all contracting functions necessary for obtaining contractor equipment repair and maintenance services of base equipment items which cannot be repaired by base activities (in-house) and are not authorized for depot level repair. It may be responsible for small service requirements under \$25,000. This element uses purchase orders, unpriced purchase orders, annual preventive maintenance agreements (PMAs), and BPAs to contract for equipment repair and maintenance of such items as vehicles, computers, word processors, typewriters, satellite dishes, calculators, etc.

Traditionally, late receipt of annual equipment maintenance purchase requests and inadequate purchase descriptions for equipment repair requirements are inherent problem areas in this element. As a result, this element should emphasize customer training and advance contract planning. This element is a potential training area for new military and supervisory training for your mid-level NCOs. Do not take this

element lightly. Ensure each member is sufficiently trained on all aspects of their responsibilities.

Services Management Indicators

- Advance contract planning is the key to timely acquisition of recurring service contracts. Get a copy of the advance contract plan and discuss it periodically with this flight chief. Track the status of your major service contracts. Know the status of their option years and expiration. This can not be stressed more! Early planning will save you much grief in the future. Items requiring special vigilance are:

- Priority requisitions and walk-thru's. Monitor numbers for possible priority abuse.
- Modification rate. If this area shows a significant increase, you may have a training problem either in your squadron or with the requiring activities.
- Open purchase requests. Monitor over 30, 60, 90, and 120 day old purchase requests. Request specific reasons for delays on over 60, 90, and 120 days.
- Workload. Monitor number of purchase requests received; awarded; returned for additional information and canceled.
- Contracting administrative lead time (CALT): Monitor each priority group (1-3, 4-8, 9-15) and type of action (purchase and delivery order, BPA call, etc.).
- Contract Discrepancy Reports (CDR). High numbers may indicate your contractor(s) is not providing adequate service.

CONSTRUCTION FLIGHT

This flight is responsible for the purchase and administration of construction and Architect & Engineering (A & E) projects. Engineering (CE) submits a variety of construction requirements to your squadron. These requirements are normally limited to alteration, repair, or maintenance of existing facilities. Large projects normally go to the Army Corp of Engineers. Have your flight chief keep you current on the status of construction solicitations because commanders will constantly be asking you when "this or that" project is going to be awarded. The best advice we can give you is to ensure your flight chief keeps you updated on all major problems, i.e., contractors walking off the job site, safety issues, differing site conditions, environmental conditions, significant modifications to "hot" projects for time extensions and additional work, protests, congressionals, cure/show cause notices, claims, etc. This flight deals with a large and wide variety of problems on a daily basis, so talk with your flight chief and decide what types of problems you want to be kept current on. Also, have your flight chief provide you with weekly/monthly contract updates.

The construction flight will be extremely busy during fiscal-year end. Planning should begin with CE as early as possible. Many projects will be funded in the September time frame, thus, the need for good planning with CE. Ensure that all required documents, specifications, and drawings are at contracting as early as possible. Your most common form of solicitation is the IFB. However, based on the complexity, and scope, projects may be solicited using negotiated, and with some projects using source selection. Examples of complex construction requirements include: SABER, IDIQs, or requirements contracts. Examples of IDIQs or requirements contracts include: painting, different types of roof repairs and

replacements, asbestos removal, and asphalt. Your deputy will want to set aside many of these projects for 8(a) contractors. This will require negotiation and early planning to meet end-of-year requirements. Give your MAJCOM contracting staff notice if you have large number of contracts for review and if you have priority or late projects that require approval. Again, the earlier you start planning with CE and other agencies that provide support, (SJA, Finance, Reproductions), the fewer problems you will experience at year end.

Construction Management Indicators

- Modification rate. A high rate may indicate poor statements of work. This may require more indepth specification and drawing reviews. Additional customer or flight training may also be needed.
- Open purchase requests. Monitor over 60, 90, and 120 day old purchase requests.
- Workload. Monitor number of purchase requests received; awarded; and returned for additional information.
- Time extensions on construction contracts. High numbers may indicate your personnel are avoiding contractual remedies (cure notices and assessing liquidated damages). Your customer could also be adding additional work when in fact this additional work should be done by separate contract.

COMMODITIES FLIGHT

This flight is responsible for the purchase of a variety of supplies and equipment for base organizations. Examples include items stocked at base supply, commissary, medical items, COPARS for auto parts, COCESS/GOCESS for construction materials, and items for non appropriated fund activities. The Commodities Flight receives the majority of its workload from base supply and medical supply. Your commodities buyers will award thousands of purchase and delivery orders annually for these two organizations. Priority abuse and inadequate purchase descriptions are frequently a problem in this flight. Customer education and regular meetings with base supply and medical supply can solve many of these problems. Emergency walk-thrus can also become the norm in this flight if they are not monitored.

Sometimes there is a tendency to treat this flight as second-class citizens and assign only inexperienced personnel, because the majority of the workload is small purchases. Do not make this mistake because the backlog in this flight can double or triple in a week. Before long you will have a 5,000 line item backlog and find recovery extremely painful. When backlogs occur, consider detailing other buyers into this flight to work out the backlog. This advice comes from people with 20 or more years contracting experience.

The use of decentralized procedures can greatly benefit this flight. The use of BPAs, SF 44s and the International Merchant Purchase Authorization Card (IMPAC) provide customers with quick efficient methods to obtain local off-the-shelf items. These methods also reduce the number of small dollar routine items and releases buyer time for complex large dollar purchases.

Commodities Management Indicators

- Priority requisitions and emergency walk-thrus. Monitor for possible abuse.

- Modification rate for purchase and delivery orders. Monitor because high rates may indicate training is needed in the flight. Item descriptions may also be a problem.
 - Open purchase requests by each customer. Monitor over 30, 60, and 90 days.
 - Reports of Discrepancy (RODS). Excessive numbers may indicate a need for closer management attention to detail and additional buyer training.
 - Open purchase requests by each customer. Monitor over 30, 60, and 90 day old purchase requests. Request specific reasons for delays for those over 60 and 90 days. These are the ones that will bite you. The flight may need training or additional help.
- NOTE. You should put extra emphasis on keeping the number of open purchase requests in Commodities Flight down to a manageable amount. Keep flight backlog down to 4-6 days of normal output.
- CALT. Monitor each priority group (1-3, 4-8, 9-15) by customer and type of action.
 - Workload. Monitor number of purchase requests received, awarded, returned for additional information, canceled back to the customer, etc.
 - COPARS and COCESS contracts. Monitor these contracts closely to ensure timely award and administration.

MANAGEMENT ANALYSIS & SUPPORT FLIGHT

Management analysis personnel operate and monitor Contracting's automated computer system. As with the Commodities Flight, do not cut this flight short. This flight actively supports all your flights. Failure to support these folks is like running a car without changing the oil. It will run for a long period of time, but when it breaks it shuts the whole machine down. Work with the flight chief. A knowledgeable flight chief is worth her weight in gold. This Base Contracting Automated System (BCAS) provides you with the necessary management indicators to manage the squadron, i.e., CALT, modification rate, priority requisitions, open purchase requests, etc. Work with the Management Analysis Flight Chief and decide what indicators you need. This flight also prepares required monthly/quarterly/yearly reports. It also controls and suspenses incoming purchase requests, distributes finalized contractual documents, and provides typing and general administrative support. The flight chief is responsible for establishing an active customer training program for automated (base supply and medical supply) and non automated customers. Finally, the Management Analysis & Support Flight is tasked with providing a monthly management critique. This is one of the most important products that provides you information to help manage the squadron.

The management analysis critique should provide an analysis of current trends, identify unfavorable aspects, and provide proposed corrective or preventive actions. Do not be satisfied with just identifying problems or undesirable trends. Determine what the cause is, how it can be corrected, and what actions are necessary to prevent recurrence. Compare your base statistics to the MAJCOM standards; are you meeting or exceeding those standards? If not, what actions can be taken for improvement? What percentage of your assigned goals were achieved? Based on historical and current trends, is it likely you will be able to meet or exceed those goals by the end of the fiscal year? Is there any action that can be taken if it appears you are falling

behind (i.e., squadron training or customer education)? The monthly critique is a monthly "progress report" of the overall operation of your squadron, and because there are continuous changes in the squadron (workload, priorities, personnel, etc.), your critique must also change to reflect a true picture of the contracting squadron. In addition, the flight should provide month-to-month comparisons of statistics from the same month last year as well as a comparison with the preceding month.

SPECIALIZED FLIGHT

There are a small number of contracting squadrons that have a significant workload based on unusual mission requirements that justify a Specialized Contracting Flight. Examples of bases with specialized flights are Tyndall AFB which supports the AF Civil Engineering Support Agency, three Air Force laboratories, and numerous large dollar complex contracts; Nellis AFB which supports its range maintenance contracts; and Patrick AFB which is responsible for the contractor operation of the Eastern Missile Test Range and associated contracts. The complex contracts in these flights will require your close attention, and in many instances your active involvement.

ORDERLY ROOM

The orderly room is your administrative center for military and civilian personnel programs and issues. It is responsible for the day to day management of Air Force and commander programs. As commander, you have overall responsibility for the successful operation of your squadron programs. A well run orderly room will make your task and those of your staff a lot easier. Specific programs administered by the orderly room include:

- Air Force Weight Management Program, (AFR 35-11). You and your appointed squadron weight program manager monitor the random selection roster, self-conditioning, recreational activities, weight and body fat measurement, physical fitness testing, and weight management documentation.
- Dependent Care Responsibilities, (AFR 35-59/AFI 36-2908). Squadron procedures identify single member sponsors, military couples with dependents, and members with civilian spouses who have unique dependent situations that may impact mission accomplishment.
- Unit Leave Procedures, (AFM 177-373/DFAS-DE). Covers all aspects of the leave program including convalescent, terminal, permissive as well as processing and submittal of completed forms and maintenance of the control log.
- Meal Card, DD Form 714, (AFR 146-19/AFI 34-401, 402) and Separate Rations, (AFM 177-373). Are procedures established for the issue and control of meal cards or automated cards. It also establishes, control, and administration of the Basic Allowance for Subsistence program.
- Individual Newcomer Treatment and Orientation (INTRO) Program, (AFR 35-35/AFI 36-2103). Outlines the squadron's sponsorship program. Each squadron should have a unit orientation program for new personnel. New members are provided with an appointed sponsor and welcome package. Insure all rosters and other documentation are completed.

- Awards and Decorations, (AFR 900-48, AFM 30-130). Covers documentation and procedures for the effective operation of the squadron's awards and decoration program.
- Dental, Health, and Immunization Program (AFM 30-130). Are procedures established to ensure each member receives immunizations and physical, clinical or dental examinations as scheduled? Are effective management procedures used to keep "no shows" for scheduled appointments to a minimum.
- Unit Eligibility or Ineligibility Lists, (AFM 30-130). The squadron should process promotion eligibility or ineligibility and selectee/nonselectee lists for enlisted personnel. Are procedures available for processing these lists?
- Commander or Supervisor's Assigned Personnel Information Files, (AFR 35-44/AFI 36-2608). Are records properly secured and are files destroyed when the member is reassigned, discharged, or retired?
- Unfavorable Information Files, Control Rosters, Administrative Reprimands, and Admonitions, (AFR 35-32/AFI 36-2907). Review all UIF files within 90 days of assumption of command. Ensure that UIF files are properly administered and processed
- Desertion and Unauthorized Absence, (AFR 35-73). Take positive action to report, investigate, and attempt to locate missing personnel.
- Nonjudicial Punishment under Article 15, Uniform Code of Military Justice, (AFR 111-9/AFI 51-201). The procedure for imposing nonjudicial punishment is outlined in AFR 111-9. Consult the Staff Judge Advocate (SJA) for assistance in the determination of the offense and procedures for imposing.
- Administrative Separation of Airman, (AFR 39-10/AFI 36-3208). Airmen with deficiencies should be given an opportunity to make corrections. Ensure discharge is for the correct reason; contact the SJA for assistance. Schedule a medical examination if required, and retrieve ID cards and issue a temporary card.
- Reenlistment/Retention Program, (AFR 35-16/AFI 36-2606). Is there an appointed unit career advisor that works the listings and requirements of the program? You and your Unit Career Advisor are responsible for performing qualitative screening on all airman due selective reenlistment program consideration.
- Weighted Airman Promotions System, (WAPS) Program, (AFR 35-8/AFI 36-2605). Is the WAPS library monitor ordering and administering copies of review and reference materials for assigned personnel?
- Functional Publications Library, (AFR 4-61/AFI 37-160V7). The functional library should have only those publications pertaining to the daily operation of your squadron.
- Publications Management. Are requests for publications processed in accordance with AFR 5-1/AFI 37-160V1? Are there squadron regulations or operating instructions that prescribe procedures within the squadron?

Personnel Concepts III, (PC III), (AFM 30-130). PC III is a base wide electronic network that provides you, your first sergeant, your orderly room, and personnel you designate with access to immediate information on military and civilian personnel. It is designed to replace the centralized manual flow of paperwork of personnel information. PC III can accomplish the following types of personnel actions:

- Customer support

- Employment readiness
- Personnel evaluation
- Outbound assignments
- Promotions and special actions
- Personal affairs
- Reenlistments and separations
- Classification and training
- On-the-job training
- Electronic mail capability

PC III is an excellent program for obtaining immediate information on your squadron personnel. You, your first sergeant, orderly room personnel, and those that you designate have protected access to the base/Air Force system.

The purpose of this chapter was to provide you with a brief overview of the contracting organizational structure. We reviewed the role of the BCO/Commander, Director of Small Business Programs/Deputy and Superintendent/First Sergeant and discussed the various functions within the squadron. Do not think you need to be an expert in all these functions. Understand the basics, develop good management indicators, seek technical advice from your specialists, and manage by "wandering around" the squadron. You will be blessed with expert contracting professionals to perform the day-to-day activities.

CHAPTER 3

YOUR MAIN CUSTOMERS

"Look at your organization through your customer's eyes."

INTRODUCTION:

Now that you have had a chance to review your organizational structure and key personnel, it is time to take a look at the major customers your organization supports. Before we look at these customers in detail, let's make sure you have a standard reference point on the importance of supporting your customers.

One of the most important factors in successfully leading a contracting squadron is being customer-service-oriented. This quality customer service focus must be obvious to customers in their dealings with you and your organization. Such an attitude forms the foundation for developing the kind of working relationship between contracting and its customers necessary for each to support the other effectively. To make the whole process work, you must provide the leadership to stress a quality customer-service oriented attitude among your personnel.

Working from this focus, your second responsibility is to establish and maintain rapport with each of your base customer activities. The two principal means of building and maintaining customer rapport is frequent personal contact and an effective customer education program. The first, is aimed at the management level and the second at the working level.

The worst mistake you can make is to hide in your office. You should stay in contact with your customers to find out what is going on and how contracting is performing. By doing this, problems can be anticipated and solved before they become unsolvable. Frequent personal contact with managers of customer activities accomplishes a two-fold purpose. First, it opens informal channels of communication between contracting and its customers. Use of these channels is inherently more efficient than formal channels that are so much more time consuming. Second, frequent personal contact with customers conveys the message that you are interested in the customers and their problems. Showing this interest may make the difference between success and failure in resolving problems that may arise between you and your customers. The importance of customer rapport may be summed as follows: rapport leads to understanding and understanding leads to cooperation.

Now let's look at a few organizations contracting supports. In this chapter we will review your main customers' organizational structure, who some of the key players are, and the types of contract support these units will require. Note, each organizational structure is outlined in accordance with AFI 38-101. These charts are very simplistic and not all parts of the organization are included. You may want to get a copy of each unit's organizational chart to have a more accurate picture.

ENGINEERING (CE)

CE is the largest and most complex customer you will deal with. The BASE CIVIL ENGINEER (BCE) has one of the toughest jobs on base leading one of the largest and most complicated squadrons in the wing. Shown in figure 3-1 are just a few of the CE flights and elements with which you will work.

You must foster a cooperative working relationship with the BCE and deputy or it is going to be a long tour of duty.

Your organization should work closely with CE's operational flight's and the Contract Management Element and its personnel. This element consists of construction contract inspectors and service contract quality assurance evaluators (QAEs). These specialists will be in and out of your organization all the time--get to know each one of them.

ENGINEERING SQUADRON

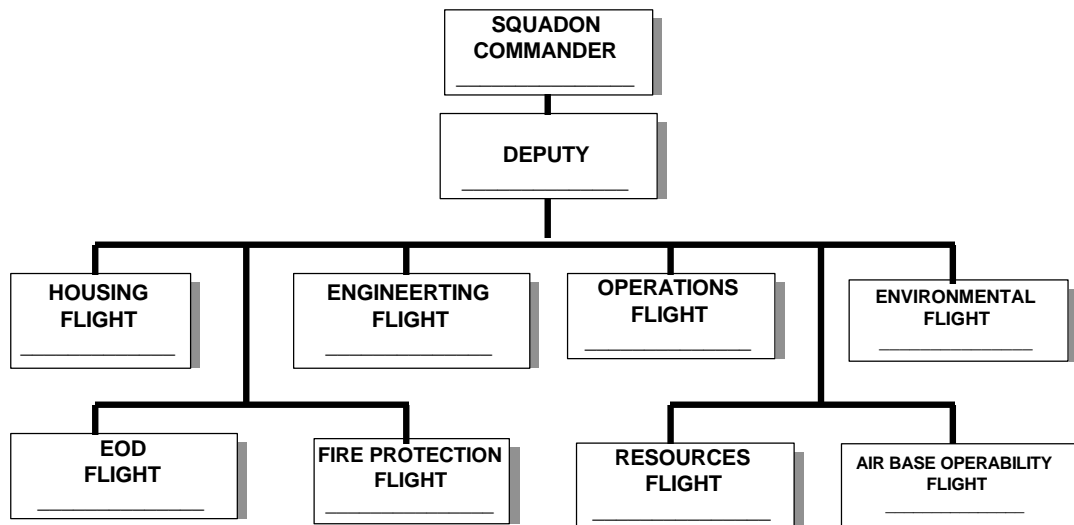


figure 3-1

They normally know "today's" status on construction and service contract performance. Contracting personnel work daily with the inspectors and QAEs solving problems or conducting negotiations with contractors for contract modifications. Ensure your contracting personnel and inspectors/QAEs maintain a productive working relationship. If not, set up a meeting immediately with the Functional Area Chief (FAC) and correct it.

A key figure in Engineering that you need to get to know is the Budget Officer. This person can be a real help in planning and getting projects funded. The budget officer normally knows current and future projects and when they are going to be funded. Keeping in close communication with this person will reward you with a great deal of useful information.

The Resources Flight is responsible for all engineering supply and equipment requirements. Within this flight is the Material Control Element that is responsible for processing requests for materials and equipment to base supply. Most of these requirements end up on your commodity buyer's desks. Requirements for small

service contracts are also generated from this element, i.e., elevator maintenance, grounds maintenance, cleaning grease traps, dishwasher repair, carpet installation, etc. This element will also generate many emergency walk-thrus, approve engineering purchases using the IMPAC credit card, and is responsible for engineering's part of the GOCESS/COCESS operation. For these and many other reasons it is a good idea to meet the boss of this element and understand its operation.

The Engineering Flight is another important area. Engineering personnel are usually a mix of military and civilian engineers. The engineers within this flight design construction and major service projects. They will also be the technical evaluation team on Architect and Engineering contracts. This flight has a tough assignment and chances are they will never keep up with the base design schedule. It is important that you recognize this situation and work with them. This does not mean letting them walk all over you. Be consistent in your approach and make sure all parties communicate. Taking a proactive approach to new construction will reduce the stress level between you and the design staff.

The Environmental Flight (CEV) has one tough assignment that will keep your staff busy. This flight is responsible for overseeing cleanup of hazardous waste sites, assisting the installation commander to oversee compliance with environmental laws both state and federal, conducting pollution prevention programs, planning in accordance with the National Environmental Policy Act (NEPA), planning and managing programs for protection of natural and cultural resources. Your contracting support will keep the base out of trouble with the Environmental Protection Agency, and state environmental agencies. Be prepared to support a variety of actions that have specific deadlines or will result in notice of violations, fines, and possible imprisonment. Environmental can not be taken lightly; get to know this chief as soon as possible. See Chapter 7 on environmental contracting for further information.

TYPES OF ENGINEERING CONTRACT SUPPORT:

Construction - Engineering initiates all construction requirements. Commanders, flight chiefs, and other interested individuals will be asking you questions about the status of construction solicitations and contracts. Questions will be asked during meetings, while you are eating lunch, during telephone calls at both the office and at home, and even in the restroom. A good idea is to have the construction flight chief brief you weekly on the status of construction solicitations and contracts. Stay current on the "hot" projects. It will be helpful to keep a construction status sheet showing important construction project information.

Architect & Engineer (A&E) - Engineering initiates these types of requirements. A large number of construction projects are being designed by A&Es. This is due to the shortage of engineers and volume of project designs. Stay on top of these contracts. A large influx of construction funds may require more design work. If the A&E contracts are maximized or are ready to expire you will have a hard time supporting new requirements. Have your construction flight chief brief you on the status of these contracts at least quarterly, and more often when end-of-years projects are identified.

Services - Engineering initiates numerous service projects. Have the services flight chief keep you current on service solicitations and contracts. Also, pay particular

attention to your advance contract plan for service contracts. Historically, late receipt of performance work statements and inadequate planning on our part have caused many late contract awards. Do not let these conditions happen to you. PLAN! The following is a partial list of major service contracts initiated by Engineering:

- Military Family Housing Maintenance - This is a complex and highly visible contract, and directly impacts military personnel's ability to obtain on-base housing. Have your services flight chief keep you informed about problems, especially, meeting completion dates, quality, etc. Poor contract performance results in personnel not receiving timely base housing.

- Custodial - Can be relatively simple but, depending on the size of your base, this contract could cost as much as one million dollars a year. It is not uncommon to have these contracts set-aside for federal agencies such as Small Business Administration or Committee for Purchase from the Blind and Physically Disabled. This will require additional planning due to the requirement for negotiation. It is difficult to keep an audit trail on this contract because of the number of modifications, i.e. building deletions and additions, changing types of services, etc. Administration may be a problem due to the type of surveillance being used, which may range from customer complaint to random sampling. Keep informed of these problems; you will definitely hear about them.

- Grounds Maintenance - Straightforward but sometimes there is a tendency right before IG visits, dignitaries, and other special events for users to ask the contractor for special favors, i.e., cut the grass twice a week instead of once a week. This contract can be seasonal, based on the location of your installation, so keep your eyes open especially when the contract becomes active.

- Refuse Collection - Not complex but highly visible and it is amazing the number of problems your folks will encounter, i.e., contractor's truck breaking down, landfill closing, increase in landfill rates, forgetting to empty dumpsters, etc. Just let the contractor forget to empty the Wing Commander's dumpster--your telephone will be ringing off the hook.

COCCESS and GOCCESS - Is a fairly simple contract but requires much administration to be effective. Most bases have a Government or Contractor-Operated Civil Engineering Supply Store, under this concept, a contractor/government "hardware store" is established in or near the engineering facility to provide local purchase support for Engineering Expendable Material. The COCESS contract should receive constant attention from top management. Normally, this will be one of your largest contract/operations in terms of volume and dollars on base. Have your commodity flight chief keep you up-to-date on this operation.

Utilities - Engineering is responsible for monitoring these services as they are consumed. These contracts are some of your largest dollar contracts. They are very rarely monitored unless it becomes a problem i.e. rate increases, modifications to the connection points, new federal requirements. Stay current with any problems or issues with these contracts.

Environmental - CEV works a variety of unique requirements to maintain environmental compliance with state and federal regulatory agencies. You will see purchase requests for hazardous material/waste testing, base environmental surveys,

pollution prevention equipment, historical and cultural contracts, and in some cases clean up and remediation. The Installation Restoration Program (IRP) is responsible for remediation of contaminated sites on your installation. These projects are complex and require indepth planning, surveying, and on-site construction and clean up. The Air Force Center for Environmental Excellence (AFCEE) and The Army Corp of Engineers have centralized contracts for remediation. AFCEE requires limited contract administration support from operational contracting. Other Federal Agencies have environmental contracting capabilities, Department of Interior and the Department of Energy are examples. If Engineering requests the use of a Federal Agency make sure you complete all requirements under the Economy Act before any agreement is signed.

Simplified Acquisition of Base Engineering Requirements (SABER) - This contract provides Engineering with timeliness and flexibility not found in any other construction type contract. The SABER program centers on a firm fixed-priced, Indefinite Quantity Indefinite Delivery type contract that is designed to expedite contract requirements for minor construction. It is particularly well suited for reducing the shop work order backlogs and accomplishment of non-complex construction requirements. The following requirements need to be adhered to. The project scope and magnitude is between \$2,000 and \$200,000. Engineering submits minimum design requirements and government cost estimate and at least 51% to 90% are priced items. This contract can provide your organization with great fame or great shame. Abuse of this contract is possible without close monitoring and effective administration. An experienced SABER administrator is a must, do not take this contract lightly, stick to the requirements of the contract, and ensure Engineering does to.

BASE SUPPLY

The Base Supply Squadron is a large complex organization. There are five main flights and about thirty different elements. Shown in figure 3-2 are just a few of the ones you will work with. The complete supply organization chart is in AFM 67-1, Volume II, Part two.

SUPPLY ORGANIZATIONAL CHART

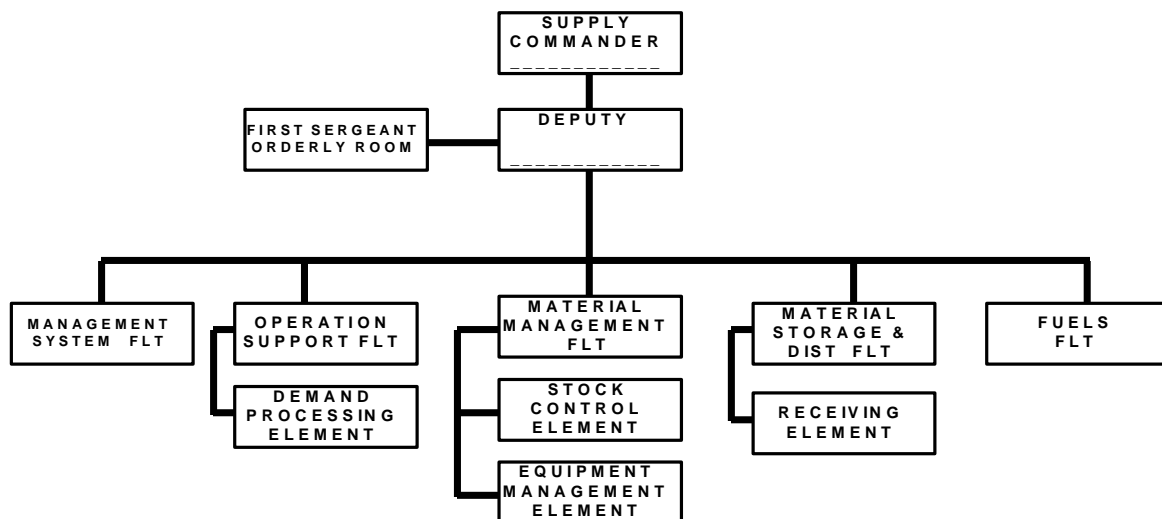


figure 3-2

Take time to look it over and become familiar with the titles. Also, it is a good idea to meet with the Base Supply Squadron Commander and Deputy as soon as possible to establish a solid working relationship.

Base Supply is a member of the LG team. They will submit the majority of requisition and information requests to your organization--they are one of your largest customers. Every organization submits its supply and equipment requirements through this function to your organization. Purchases for base supply are numerous and the base supply system is very complicated; as a result, a lot of delays will be blamed on you. Communications is what you need, to make the working level personnel in both organizations work as a team! Finger pointing will always be a problem unless both sides understand each other's problems and work to common solutions.

To better understand the base supply ordering system the following scenario is provided. The transportation squadron wants to buy a widget. First, it completes a DD Form 1348-6 and takes it to the Demand Processing Element. The Research Section, within Demand Processing, then tries to convert the part number for the widget to a national stock number (NSN). If there is no NSN, the DD Form 1348-6 is sent back to Demand Processing. It then establishes a requisition for the widget and sends it to the Stock Control Section. Stock Control then sends the requisition and 1348-6 to the contracting organization. If the item requested is equipment, the transportation folks first bring their requirement, on an AF Form 601, to the Equipment Management Element. If it is authorized the equipment, the requirement, then goes to Demand Processing and follows the same flow as the widget. END OF SCENARIO.

Within the Material Storage and Distribution Flight is the Receiving Element. This element receives and distributes all incoming supplies and equipment your organization purchases for the base. Your folks will work with this element on the following kinds of problems: (1) wrong item delivered, (2) wrong quantity delivered, (3) broken items, (4) lost purchase orders, etc. The receiving element sends Reports of Discrepancies (RODS) to your squadron when contractors do not deliver items in accordance with terms of purchase or delivery orders.

Supply may have administrative responsibilities for base customer use of the SF 44 "Purchase Order, Invoice, and Voucher" program and the International Merchant Procurement Authorization card (IMPAC). Both IMPAC and the SF 44 provides base customers with easy to use methods for the quick purchase of commercial items not available through Supply. Talk to your contracting management staff about the status of these programs.

SERVICES

The Services Squadron provides a wide range of support to the base. Contracts that support Services include: Food Service, Billeting, Laundry and Dry Cleaning, and mortuary services. This squadron also is responsible for morale, welfare, and recreational activities including: the Officer and NCO clubs, recreation center, recreational supply and all non-appropriated fund functions. The Services Commander works for the Support Group Commander. This is a high visibility

organization, that supports base personnel's quality of life. Commanders will definitely be interested in any problems that arise, meet with this commander early.

SERVICES SQUADRON

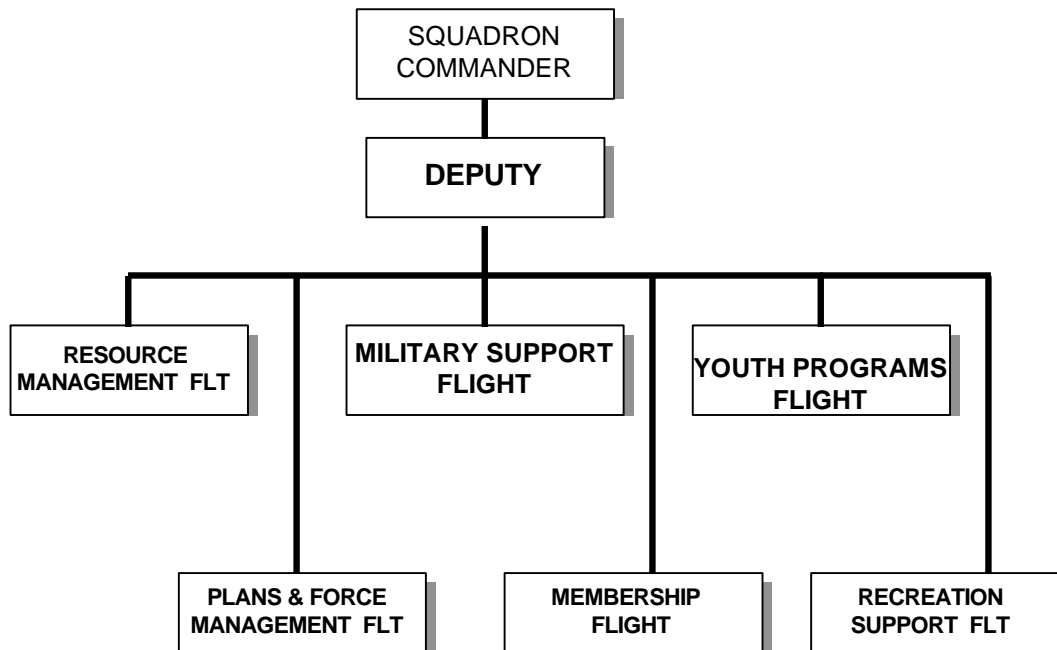


figure 3-3

TYPES OF CONTRACT SUPPORT:

Mess Attendant/Food Service - Each base has a food service contract supporting various numbers of dining halls. If contractor performance is unsatisfactory, i.e., dirty floors, tables, etc. you will definitely hear about it. Stay informed of any major problems. As a commander you have a responsibility to regularly visit the dining facilities and evaluate their quality and service. This contract has high visibility and supports mission requirements at all hours. Various modifications will result throughout the year. Base dining halls will annually compete for the Hennessy Trophy. This prestigious award may require extra contracting support. This may impact you especially if there is a need to make unusual purchases. The dining facility is viewed by commanders as a number #1 morale issue. If there are problems you will hear from the commanders, first sergeants, including your first sergeant, and enlisted advisory councils.

Laundry and Dry-cleaning - Contractor provided cleaning services include: Officer/NCO club linens and tablecloths, field jackets, draperies, dormitory bedding, cook whites, honor guard apparel, etc. The contractor is normally provided a government furnished facility for laundry pick-up and delivery. Some problems you

may encounter include soiled linen, torn sheets, lost laundry, timely delivery, and numerous items added and deleted from the contract (audit trail problems).

Washer and Dryer - This contractor provides and maintains washers and dryers for the dormitories. You will receive instant responses from commanders and first sergeants if these machines are down for any period of time. Additionally, the IG and quality assessment folks look hard at this contract if problems are uncovered during the dormitory inspections.

Billeting - Your squadron will write and administer several centralized and decentralized Blanket Purchase Agreements (BPA). This service, like so many other personal contracts for services, can be a high interest item--be sensitive to human needs.

There may be other types of contracts that you may see when working with the Services Squadron. Mortuary contracts and BPAs may be administered from your squadron. Billeting may have contract telephone systems and other customer conveniences. You will also support nonappropriated funds (NAF) purchases in accordance with AFR 176-6. Additional responsibilities include semiannual procurement reviews and membership on the NAF council.

TRANSPORTATION

The Transportation Squadron is another sister organization within the LG Group and provides important support required by every base activity. Base Transportation is divided into four major functions. The typical transportation squadron is organized as shown in Figure 3-4.

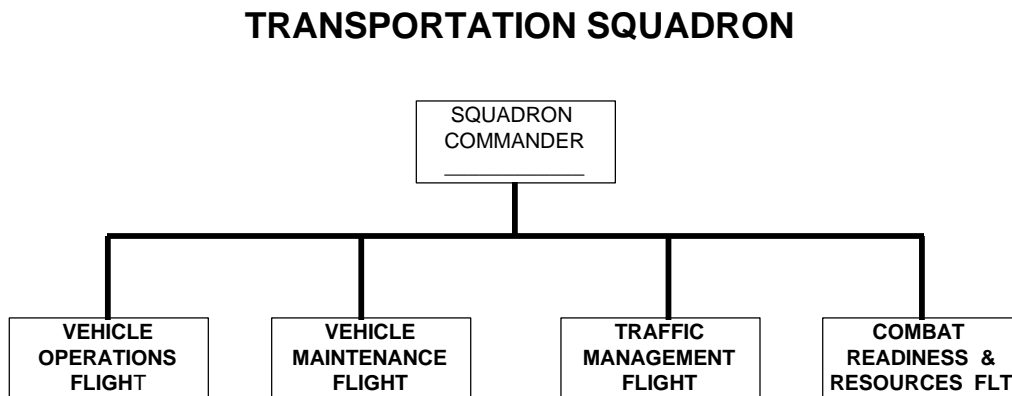


Figure 3-4

The Transportation Commander, as a member of the LG team, will interface with you regularly at the LG staff meetings. Normally, this person is the Functional Area Chief (FAC) for all transportation service and commodity contracts, i.e. Packing and Crating, Travel Services, and Contractor Operated Parts Store (COPARS) contracts. Get to know and develop a good working relationship with this individual.

Although Contracting provides support to all transportation functions, the major portion of our business is with Vehicle Maintenance. This flight maintains the vehicle

fleet and allied equipment for the entire base. Your Contract Repair Element will process numerous equipment repair orders for this flight. You will also provide other types of support such as vehicle painting, coverall cleaning, and supply purchases. One of the important contracts your Commodities Flight solicits and administers is the COPARS contract. QAEs from Transportation monitor the COPARS contractor's performance.

The COPARS contract should receive constant attention from top management. The contractor operated store provides commercially available automotive parts quickly and economically. The contractor's store is normally located within the vehicle maintenance area. This is usually one of your larger contracts so if you are unfamiliar with COPARS contracts, have your folks brief you. Also, you should receive monthly updates on this highly visible contract. A good idea is to sit through the scheduled FAC meetings. This will give you an excellent overview of the status of the contract and any problems that may be identified. This contract will have a direct impact on mission support. An essential vehicle down for parts for an extended period because the contractor did not provide timely support will get your attention in a hurry.

Your squadron will also support two other areas within the Transportation Squadron. The Traffic Management Flight is responsible for monitoring the Packing and Crating contracts and Travel Services contract. The Packing and Crating contracts call for selected contractors to pack and crate military members household goods for shipment stateside and overseas. The Travel Services contract replaces the old SATO function and is responsible for government commercial travel arrangements. The final flight in transportation that we provide support is the Vehicle Operations Flight. It is responsible for managing and operating the base vehicle fleet. You may write many vehicle lease and rental orders for this flight as well as vehicle painting and unique repairs.

DEFENSE COMMISSARY AGENCY (DECA)

The commissary is under the authority of the DECA and is now a tenant organization on the base. Base support is provided through an established interservice agreement. It is managed by a commissary officer, however, his or her immediate boss is one of six DECA region Commanders/Directors. DECA conducts centralized contracting of their major service contracts and BPAs i.e., Commissary Shelf Stocking, Custodial, and decentralized subsistence. The 338th Contracting Squadron at Randolph AFB provides contracting support for major DECA construction projects. Your organization will purchase supplies and small services which will normally not exceed the small purchase limit. The annual recurring service and maintenance contracts will be awarded through your organization. The commissary continues to be a major customer. Provide solid customer support and stay on top of any problems that may arise.

HOSPITAL

The hospital group is another large and complex customer. As you might expect, this is a high priority customer. Meet with the Hospital Commander and Administrator early. Cover any issues and establish your commitment to mission support. The

Hospital Administrator normally serves as functional area chief for all major hospital service contracts. In addition, meet with the Director of Medical Logistics. This section is the focal point for all supply and contracting matters at the hospital. Medical Logistics submits all purchase requests to your organization. It also writes performance work statements, and provides QAEs for service contracts.

TYPES OF CONTRACT SUPPORT:

Hospital Antiseptic Maintenance Service (HAMS) - This is a centrally procured house-keeping contract with strict cleaning requirements. You will be responsible for local administration of this contract. If you are having trouble with contract performance act quickly; this contract is the core of the hospital's fundamental ability to perform its mission.

Hospital Laundry - This contractor cleans, launders, and meets sanitation standards for bedding, surgical clothes, and contaminated linens. The hospital has strict state and federal cleanliness standards and when those standards are not met, it can not provide health care mandated by accreditation rules.

Professional Services: "Rent-a-doctor, nurse or dentist, and emergency room services" are being contracted out at an expanded rate. Pay particular attention to the credentialing process for doctors. Close administration of these contracts is critical. One key to good services is superbly trained and qualified QAEs to monitor these contracts.

Purchase and Delivery Orders. Normally you will have one or more commodities buyers who will specialize in medical purchases. Purchases will include large numbers of fairly inexpensive drugs, medicines, supplies, and equipment. Many will be of high priority. On the other hand, many large dollar unique sole-source equipment requirements will appear as technology changes. Stay up-to-date with these purchases as they enhance mission performance and are usually of high priority.

OTHER CUSTOMERS

This chapter has highlighted the major base organizations you will support, but of course there are many more. One organization that has received new contracts is the Maintenance Group. Air Education and Training Command contracts out many of their aircraft maintenance functions. Simulator maintenance and many internal functions, like PMEL are now being performed by contractors. With the emphasis being placed on war fighting capability, many functions that do not fall into this category are targets for conversion to contracts. You will also provide contract support for the Communications Squadron such as Land Mobile Radio Maintenance, telephone switchboard, and various purchases and maintenance of communications equipment. The list of agencies your squadron supports can be large and diverse based on the mission of the base.

Throughout this chapter you have read "get to know these people" and "establish a friendly/cooperative working relationship." This advice is worth its weight in gold. Take this advise seriously. Get out from behind your desk and meet the people your squadron serves.

CHAPTER 4

BASE AGENCY INTERFACES

The nice thing about teamwork is you always
have others on your side."

- Anonymous

INTRODUCTION

Contracting tasks cannot be performed in a vacuum. Your squadron will coordinate, work with, and seek the advice of numerous base agencies such as Manpower, Civilian Personnel (CPO), Staff Judge Advocate (SJA), Office of Special Investigations (OSI), and Comptroller/Defense Finance. In this chapter, we will provide a brief overview of these organizations which play a major role in the smooth operation and management of the contracting function. Suggest you meet with each of these agencies and follow-up as needed. Foster good relations with each of them.

MANPOWER

The Wing Manpower Office provides organizational and management services to the contracting community. Manpower management is comprised of three essential parts.

- Determining organization and manpower requirements for effective and economical mission accomplishment.
- Obtaining required manpower resources.
- Allocation and control of resources to wing and associate organizations.

Organizational services include structural alignments to facilitate mission accomplishment with minimum expenditure of manpower and other resources. It also performs management services which include flow process charting, work distribution, and methods/systems/procedures analysis. For example, if your squadron has or is about to experience a change in its mission or workload, you should contact your local Management Engineering Team (MET) to evaluate the change. The MET will evaluate the change for and initiate an authorization change request (ACR) in order to update your Unit Manpower Document (UMD) if required. Make sure the following information is documented.

- All facts supporting the proposed change
- The impact on the mission
- The change to the organization
- Position description change. If a civilian position, coordinate with the Civilian Personnel Officer for proper structure and wording.

The Wing Manpower Office will review the request, validate, and send to the MAJCOM for approval. The change is input into the Command Manpower Data System and is identified on the Unit Manpower Document. This process takes time, coordinate with Manpower frequently on the status of the change.

The Unit Manpower Document needs to be on your quarterly review list. The UMD shows a variety of information about your squadron. It will show what manpower is authorized for each work center. They will be broken out by funded and unfunded authorizations. This is an important document to monitor.

The Manpower Office has a number of programs that will reduce cost and increase productivity.

- Fast Payback Capital Investment Program (FASCAP). This program provides Air Force Funds for organizations desiring to purchase labor saving equipment costing between \$3,000 and \$150,000. These are outside funds that can be used for current operating procedures and provide related savings in operations and support costs.

Manpower savings may be generated by either eliminating or downgrading a position.

- Productivity Investment Fund (PIF). The PIF has the same objective as FASCAP -- improve productivity through capital investment, but its size and scope are larger.

- Component Sponsored Investment Program (CSIP). CSIP is designed for equipment purchases and facility construction costing at least \$3,000 with no upper dollar limit and amortization within five years. Project approval and funding is administered by HQ USAF/PRM. Procedures for investment payback and manpower reinvestment are the same as FASCAP and PIF.

The Manpower Office is also responsible for programs that are designed to improve efficiency.

- The Air Force Suggestion Program provides your personnel with the opportunity to provide ideas for making organizations more efficient. This is an effective commander's tool, which you can use. Your organization will be called upon frequently to evaluate suggestions submitted by base personnel. There are specified time requirements for review and response.

- Management Advisory Studies (MAS). The MAS is a consultant service designed to reduce costs or increase capability. You can request this confidential support which uses industrial engineering techniques.

- The Manpower Office assists the customer in developing performance work statements (PWSs) which are the basis for in-service versus contract operation determination studies. The Manpower Office also chairs a steering committee that is responsible for the development of the cost comparison study. This functions as the government bid. This office is responsible for gathering and collating operation cost data and preparing a sealed government cost-of-operation based upon the PWS. They also are present at bid opening and monitor the use of Quality Assurance Evaluators (QAEs) by the using organization. You will need to work closely with manpower to add new authorizations when services are contracted out under A-76 studies or direct conversions. In conclusion, work closely with manpower to ensure the contracting organization gets its fair share of essential human resources.

CIVILIAN PERSONNEL OFFICE (CPO)

The Civilian Personnel Office (CPO) is the focal point for all civilian personnel actions and as such is your single best source of information concerning all facets of civilian personnel management. You and your staff must know the procedures for hiring, firing, rewarding, recording, appraising, and many other tasks dealing with

Federal civilian employees. This task is monumental and could not be done without the assistance of the CPO staff. Every person responsible for supervising a civilian employee has access to the expertise provided by the CPO. The advice and assistance of the CPO can be very beneficial, but only if it is sought and acted upon. You should know the names and phone numbers of the Civilian Personnel Officer and key staff members.

You will primarily seek the advice and request assistance from the four sections within the CPO. Let's briefly discuss these sections and provide a few examples on how they can assist you and your staff.

Labor and Employment Management Section. This section assists you by reviewing proposed disciplinary actions to assure compliance with established laws, policies, procedures, and union contracts. It also monitors and provides assistance on civilian appraisals, retirements, drug and alcohol abuse, and awards programs.

Classification Section. Classifiers determine the title, series (occupation), and grade for all civilian personnel based on the duties and responsibilities described in individual position descriptions (PDs). This section also classifies new position descriptions and reviews the classification of established PDs when necessary. Supervisors should seek the advice and assistance of this section when upgrading or writing a new position description. Also, you should review the standards that will be used to classify a position before you write the PD. This will provide insight on how the classification system functions and what criteria are used to classify a particular job. Remember, classifiers review positions--not people. Work with these specialists and cultivate a solid relationship.

Affirmative Employment (Staffing). Staffers recruit potential candidates to fill vacant positions in your squadron. They will work with you and your staff to determine the appropriate method to fill vacant positions and develop a list of applicants to fill your jobs. Staffers also work with management personnel to ensure established Equal Employment Opportunity (EEO) goals are attained. In addition, this section administers special hiring programs such as summer youth hires, handicapped employees and "co-op." Although these programs are not always available, you need to be the first person in line when they do become available. These programs can relieve your manpower strain because these positions do not count against your authorized manning. There will be one staffer assigned to your squadron. Get to know this person on a first name basis! There will be times when you need to expedite the hiring process.

Training Section. This section will assist management in meeting established training needs for supervisory and non supervisory personnel. They will assist you in acquiring quotas and budgeting funds for civilian personnel training needs. The Training Section also administers all civilian personnel career programs such as the Acquisition Professional Development Program, and other contracting career enhancement programs.

STAFF JUDGE ADVOCATE (SJA)

The SJA is your legal advisor on all legal matters that effect your squadron. You will have lawyers who handle contract reviews, and are your advisors on all contract

legal matters. These people will provide legal reviews for solicitations, contracts, claims and disputes, protests, mistake-in-bids, etc. Getting to know your legal advisors is extremely important because miscellaneous problems can crop up at any time during the contract cycle! When you are trying to decide a contractual issue, **DO NOT FORGET THE LAWYERS!** The tasks of lawyers are to ensure discretionary contracting officer decisions have a solid factual and legal basis and are legally defensible. Use their counsel to the maximum; they are part of the contracting team.

The staff judge advocate is also your key advisor for the majority of personnel actions that you will initiate as a squadron/numbered flight commander. Get the SJA involved before you take any punitive disciplinary action. This will save you much grief in the long run. The SJA will provide you with recommendations based on types of offenses. Keep your lawyers in the loop; you will not regret this action.

OFFICE OF SPECIAL INVESTIGATION (OSI)

OSI agents are a vital part of the contracting team. This is particularly true today with the reductions in defense spending leading to increased competition for remaining dollars and thereby providing additional opportunities for increased fraud, waste, and abuse (FW&A). You and your people must be able to recognize "indicators" of fraud before mission capabilities suffer, or you possibly become an accessory or accomplice to a crime.

OSI is a willing and knowledgeable partner. Use them as part of your squadron training. Your acceptance of the fact that fraud could exist in the contracting arena is the first step toward prevention, detection, and neutralization. Department of Defense, Office of the Inspector General, offers a handbook titled "Indicators of Fraud in DOD Procurement", (DOD IG 4075 1-H) points out the various types of fraud indicators that exist in DOD procurement. When you think you see indicators of possible fraud, get involved and call the OSI. It may not be fraud--but there is one real way to find out--REPORT IT.

Common "indicators" of fraud include contractors who falsely certify test results on Certificates of Conformance (false statements), or contractors who alters invoices to show inflated prices on labor or purchased parts (false claims). Examples of additional indicators are Government personnel accepting cash and materials in exchange for release of bid information to a competitor (bribery, gratuities, conflicts of interest, theft, embezzlement, and destruction of public property and records). Paying attention to signs that can be overlooked due to daily occurrences but easily take place in an operational contracting squadron include: similar bids, inadequate records, contract violations, bids too close to the government estimate, prices paid that are unreasonably high, socializing with contractor personnel, financial problems suddenly clearing up, ordering and receiving done by the same person, and pre-release of contract information to unauthorized recipients. An expanding requirement that contracting needs to be aware of is environmental contracts. Improper handling and storage of hazardous materials, transportation to unauthorized sites, and illegal dumping are growing in importance. You can get more information on OSI services by visiting your local OSI office.

COMPTROLLER (FM)

Comptroller falls under the wing staff. These folks will be your primary financial advisors for all aspects of the wing and your squadron financial requirements. The Comptroller is responsible for providing financial support for the development and execution of the wing budget. They also conduct cost and economic analyzes and provide nonappropriated funds oversight. The Comptroller and the Defense Finance and Accounting Services (DFAS) work as a local and regional team to meet the base's financial obligations. Your people will be in frequent contact with various activities and individuals within this important organization.

The typical FM organization is divided into Comptroller and the Defense Accounting Office. Under the Comptroller is Financial Services (FSO). This office provides the following services: cashier, military pay, travel pay, civilian pay, and accounting liaison. Financial Management Analysis (FMA) is responsible for all budget operations, cost analysis, and nonappropriated funds review. This is a very important office, get to know the boss and establish a good rapport. This person controls the wing budget and is responsible for all budget meetings. The base Defense Accounting Office is the liaison with the regional Defense Accounting Office (DAO) located in Denver Colorado. The following sections are in DAO: Paying and Collecting, Civilian Pay, Commercial Services, Travel Accounting, Material, and Accounts Control.

This chapter provided you with a brief overview of a few of the key organizations you will normally coordinate with, work with, and seek advise at your wing. Each of these organizations we discussed, play an important role in the overall success of your squadron. Build a team-oriented responsive relationship with each. It will make your job a lot easier.

THIS PAGE LEFT INTENTIONALLY BLANK

CHAPTER 5

INTRODUCING QUALITY AIR FORCE TO THE OPERATIONAL CONTRACTING ORGANIZATION

"...Quality...begins with the understanding that only customers can define quality."
"...Quality management is not just a strategy. It must be a new style of working, even
a new style of thinking. A dedication to quality and excellence is more than good
business. It is a way of life, giving something back to society, offering our best to
others."

Former President George Bush

INTRODUCTION

"If it ain't broke, fix it. Take fast. Make it faster. Take smart. Make it brilliant. Take good. Make it great." This quote from CIGNA Advertisement exemplifies the Quality Air Force motto, to create a operating style that inspires trust, teamwork, and continuous improvement everywhere in the Air Force. Contracting is a major player in the Quality Air Force (QAF) program. You and your organization will actively participate in all aspects of the QAF program. It may be in a cross-functional Process-Action-Team (PAT), or a facilitator on a wing process improvement effort. You will support the wing's quality process and work with your own quality process. You will look at ways to improve contracting's internal and external processes. You will conduct self-assessments and probably experience a Major Command (MAJCOM) quality assessment. What does this all mean? Putting it into a simple context, QAF is the standard for meeting customer requirements and expectations consistently.

WHAT IS QUALITY AIR FORCE?

Quality Air Force is a perception that focuses on doing things better. Contracting's perception is that through our processes we command quality in performing our mission. This does not mean change for change sake. This means continuous improvement! To accomplish this, QAF focuses on leadership. It is not a new style. QAF is your commitment and operating style that inspires trust, teamwork and continuous contracting improvement. It may mean changing traditional mind sets. It also uses established processes and quality language. Is there a difference between QAF and TQM? no! Both are designed for the same results.

A good definition of QAF is a strategic integrated management system for achieving customer satisfaction. It involves all contracting supervisors and employees and uses quantitative methods to improve on the organization's processes. QAF is not designed to reduce cost, nor is it a morale building tool, you won't be able to delegate it to a new lieutenant, it does not pay using lip service, and it won't identify and solve all the organization's problems overnight. However, the above are all good side

effects. If focused properly, QAF will assist you in meeting internal and external customer's needs, seek continuous improvement throughout the contracting organization, and involve your entire workforce.

THE QUALITY AIR FORCE STRUCTURE

Your base should have an established QAF process. QAF is highly visible. Many Quality Improvement Offices (QIO) are under the direct authority of the wing commander as a staff agency. The QIO has many responsibilities for facilitating the success of the wing quality process. QIO conducts both introductory and advanced QAF training courses. The Quality Improvement Office provides facilitator support to the Base Quality Council. This council is the QAF policy making board for the base. It is comprised of base and wing senior leadership and oversees the base QAF initiatives and goals. In addition to the Base or Wing Quality Council each group will have some variation of a Quality Council established for implementing and maintaining their own quality processes. Finally, squadrons/numbered flights will have their own quality council to guide their own processes.

The Air Force Quality Institute, located at Maxwell AFB, AL, is responsible for facilitating the AF program. The Quality Center provides a wide variety of consulting, training, and educational resources to the Air Force. It also provides the common frame of reference for standardizing QAF Air Force wide. To request support or obtain information on AF materials call DSN: 493-4048. Or write Air Force Quality Institute, 625 Chennault Circle, Maxwell AFB AL 36112-6425.

QUALITY AIR FORCE LEADERSHIP

Successful QAF starts with leadership. Your acceptance and implementation of QAF will determine the success of this program. Setting your vision will establish or reinforce the policies, priorities, and strategies that foster the quality environment. Your vision established early on should be after the assessment of the organization. In addition, leadership-oriented QAF focuses on meeting the customer's needs. Your absence in this process, delegating to lower levels, can paralyze the most motivated individuals which can impact your organization's ability to provide enhanced customer support. You must effectively communicate a quality operating style through your actions, attitude, and behavior. Take an active role and lead by example.

Education is the foundation for the QAF program. If you have not had the basic training QAF seminar contact the QIO and get scheduled. QAF has developed around a standard set of processes, concepts, and terminology. The more you understand these concepts the easier it will be to develop the needed vision, plans, and goals necessary for success. Ensure that your people are trained. This may be through attendance at a formal QIO training course conducted by a Quality Air Force instructor, or it may be you or someone trained in your organization. Your people need to be able to speak the QAF language and understand what they are speaking.

Quality leadership is not a new management style. It consists of areas that require a change of focus. To start with traditional organization communication channels and structures are inverted to reflect the participate environment QAF requires. The key to success is participative management and employee empowerment. This centers

around the development of a team approach that brings not only your personnel into the system but also your customers (CE, Services, LG, etc.), your support agencies (JA, Comptroller, etc.), higher headquarters, and your suppliers, vendors, and contractors into the contracting quality process.

QUALITY AIR FORCE STRATEGY

Quality improvement should be a continuous process in the contracting organization. With drawdowns in manpower and funding, we must learn to do things smarter, faster, and with less resources. The vision should be to refine our contracting processes to focus on completely meeting the requirements of both our internal customers (us) and external customers. The starting point in the QAF strategy is a solid quality focus.

Quality Focus is a primary responsibility of leadership and provides the direction for QAF activities. Through the development and deployment of the Quality Policy, vision, mission, values, goals and objectives, the organization concentrates its efforts and resources on selected priority issues.

Air Force Quality Institute

This focus centers on:

- Increasing performance levels
- Improving communication within the contracting organization
- Improving the understanding of contracting's direction
- Achieving broad participation in attaining long and short-term goals
- Targeting the achievement of breakthroughs
- Improve the process not fix problems

Quality Focus is comprised of four stages: formulation, deployment, implementation, and review. The first step in the Quality Focus Process is formulation. The Strategic Quality Plan is the main document for this step. It defines the mission of the organization, including our reason for existence and description of the organization. The second step is to list the key contracting processes. Next, we identify the goals to be obtained over a stated period of time. From goal development, objectives are developed to reach these goals. These objectives should be completed within a stated period of time. Objectives are measurable and are indicators or metrics that determine the health of the processes. Senior leadership, using the Strategic Quality Planning Process, defines the Quality Policy, Core Values, and Strategic Quality Focus for the organization from the macro-perspective. Strategic plans are also developed at the lower organization levels.

The second step is deployment. The information developed in the formulation stage is presented throughout the contracting organization for understanding and buy-in using a negotiation technique called the *The Catchball Process*. As levels within the contracting organization reach agreement, they develop objectives for the improvement of processes which support those overall goals. Develop process indicators to ensure that the quality delivered by those processes consistently meets customer requirements.

Implementation is the third step in the process. Resources are allocated to support the implementation of functional plans by individuals, teams, or natural work group. These plans are tracked and measured to appraise progress toward the goals.

The final step in this process is review. Periodic review allows leadership at all levels to look at how well the organization has met its original plan. Process indicators are reviewed to assess if the organization is meeting customer requirements.

Another important tool used to compliment the Quality Focus Process is the Strategic Quality Planning Process. This eleven step model is a disciplined, system process that is designed to integrate key quality requirements into your organization's long and short-term plans. Strategic Quality Planning combines traditional Strategic Planning methodologies with Hoshin Planning to focus your organization's efforts on both breakthrough and continuous process. The eleven step Strategic Quality Plan includes:

1. Plan to Plan
2. Value Assessment
3. Analyze Mission
4. Envision the Future
5. Assess Current Capabilities
6. Gap Analysis
7. Develop Strategic Goals and Objectives
8. Develop Functional Plans
9. Implement Plans
10. Periodic Review
11. Annual Review

The Continuous Improvement Process (CIP) is a systematic and systemic approach to plan, sequence, and implement improvement efforts using data. This process collects data and stratifies it into manageable elements. Additionally, the CIP provides a common language and methodology for the Air Force. This common language enables anyone in the Air Force to understand the improvement effort. The CIP process consists of:

1. IDENTIFY IMPROVEMENT OPPORTUNITY. Establish a logical pattern which will carry the team through the improvement process. Develop indicators, such as graphs or control charts, to help visualize the need for improvement. This should start with a specific process. Do not try too large of a project on your first try. Start with something manageable. The goal is to select the suitable process for improvement.
2. EVALUATE THE PROCESS. In this step, you will select the opportunity for analysis and set a target for improvement. The team can focus on close detail, collect and interpret data relating to the process, and identify the specific problem to tackle. In this case, the word problem is used to describe any discrepancy between the current and desired state of a process.
3. ANALYZE. Use this step to uncover the major cause. Evaluate this using data and analytical tools. Common tools include: cause and effect diagrams, scatter diagrams, Pareto charts, graphs and other analytical tools. Using these tools can lead to the identification of the root causes.

4. **TAKE ACTION.** The team can propose improvements by using an Action Plan Matrix, which identifies specific methods to use in attacking root causes. Evaluate the methods on the basis of effectiveness, feasibility, and cost benefits derived. Develop a plan to implement those improvements. Talk to the QIO for information on the Action Plan Matrix.

5. **STUDY RESULTS.** Now we will confirm if the action taken allowed us to achieve our desired objective. It needs to be determined why the target for improvement was or was not met. If the original actions were not effective, we may have to develop additional actions.

6. **STANDARDIZE SOLUTION.** To incorporate these actions into your daily operations, integrate the team's improvements into the organization. Once established in the daily operations try to extend this improvement to other areas.

7. **PLAN FOR FUTURE.** The improvement process allows the team the opportunity to review the work accomplished, address remaining issues, and evaluate the team's effectiveness. Develop lessons learned that can be used for future problem solving and group communication actions.

UNIT SELF ASSESSMENT (USA)

The Unit Self Assessment (USA) is a procedure which uses Air Force Quality Criteria to review your own organization against a standard set of quality improvement criteria with a goal of continuous organizational improvement.

The standard self assessment process can be broken down into four phases. Each phase has specific tasks to accomplish.

Phase One - Plan the Unit Self Assessment. This consists of creating a comprehensive plan for the self assessment process. The primary tasks are:

1. Identify the major contracting task categories
2. Form assessment teams for each contracting task category
3. Provide training for assessment team members
4. Develop assessment mechanisms:
 - Questionnaires
 - Interviews
5. Establish a data collection plan

Phase Two - Conduct the Assessment. Use this phase to gather and summarize the information needed to assess the relationship between organizational standards and the QAF Criteria. The major tasks include:

1. Gather and document the data
2. Summarize the data
3. Evaluate and score:
 - Assessment indicators
 - Areas to address
 - Prioritize by category

Phase Three - Report of Assessment, develop and report the findings to senior management.

Phase Four - Corrective Action, develop an action plan that will provide quality direction for the organization, its personnel, and mission.

The USA is the criteria used for Quality Air Force Assessments. This should be an indepth assessment of your organization.

AIR FORCE QUALITY CRITERIA

The Air Force Quality Criteria are developed around the Malcolm Baldrige National Quality Award Criteria. The focus of these criteria are to identify the best practices of organization's quality practices. The purpose of the quality criteria is to raise quality performance throughout the Air Force. Communicate examples of Air Force Quality to organizations Air Force wide. Develop standard quality working tools. Improve on quality performance. Use the criteria for evaluation tools for AF awards.

Air Force Quality Criteria are divided into 7 major categories, 28 items, and 92 areas. We will briefly look at each category.

1. **LEADERSHIP.** This category focuses on senior leadership's personal involvement in creating, integrating and sustaining Quality Air Force culture throughout the organization. The items under this category include:

- Senior Executive Leadership Involves Participation - centers around participation in a wide variety of quality related activities including improvement projects, interaction with members of the organization, accessibility, and visibility.
- Management for Quality - describes senior leader's efforts to promote QAF values and focuses the organization on satisfying the customer.
- Public Responsibility and Corporate Citizenship - deals with public issues and how they are integrated into the organization's quality approach.

2. **INFORMATION AND ANALYSIS.** This category centers on management's use of data and information to drive quality excellence in Air Force organizations.

- Scope and Management of Quality and Performance Data and Information - evaluates the use of data and information for planning day-to-day management and quality planning.
- Competitive Comparisons and Benchmarking - focuses on each organization's efforts to measure its process and performance quality levels relative to outstanding organizations with similar product and service processes.
- Analysis and Uses of Organization-Level Data - looks at how each organization and integrates its many data types into its planning process.

3. **STRATEGIC QUALITY PLANNING.** Looks at the organization's planning processes and long- and short-term plans it produces.

- Strategic Quality and Organizational Performance Planning Process - is concerned with the planning process itself. This item evaluates the systematic planning process including scope, diagram, description, and process.
- Quality and Performance Plans - focuses on the product of the planning process.

4. **HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT.** Looks at management's use and development of its human resources.

- Human Resource Planning and Management - covers the development of the organization's people plans, and how they are integrated into the overall strategic plan.

- Organization Member Involvement - looks at how the organization promotes involvement, empowerment, and innovation across their teams and individuals.

- Organization Member Education and Training - focuses on the organization's training and education programs which support team and individual needs.

- Organization Member Performance and Recognition - evaluates how an organization links team and individual member performance to promotions, compensation, and rewards and recognition.

- Organization Member Well-Being and Satisfaction - determines how an organization maintains a work environment conducive to the well-being of its members.

5. MANAGEMENT OF PROCESS QUALITY. Looks at the processes used to deliver high levels of operational performance and process management efforts.

- Design and Introduction of Quality Products and Services - observes how organizations design and deploys new products to meet changes in the mission.

- Product and Service Production and Delivery Processes - focuses on those key processes which must be analyzed, controlled and improved for an organization to effectively perform its primary mission in an ever-changing environment.

- Business Processes and Support Services - looks at the key processes which are analyzed, controlled, and improved to effectively support the mission and people needs of each organization.

- Supplier Quality - looks at how the organization assures the quality of goods and services furnished by key suppliers.

Quality Assessment - is concerned with how each organization assesses the health of its operations by verifying key processes are being effectively managed to high performance levels.

6. QUALITY AND OPERATIONAL RESULTS. This category calls for reporting quality levels and improvements for key products and services--things that truly matter to the customer and the organization.

- Product and Service Quality Results - these results center on the organization's major quality results and the trends shown by historical data.

- Operational Results - deals with the overall performance and improvement trends for internal operations, including organizational productivity and efficiency measures.

- Business Process and Support Service Results - is concerned with quality, productivity and effectiveness levels of support units and staff functions.

- Supplier Quality Results - covers quality performance levels and trends for each organization's supplier base.

7. CUSTOMER FOCUS AND SATISFACTION. This covers the between the organization and those organizations and individuals it supports.

- Customer Expectations: Current and Future - addresses the methods used to identify current and projected customer needs and expectations.

- Customer Relationship Management - concerns the establishment and maintenance of good lines of communication with customers.

- Commitment to Customers - focuses on the adequacy of efforts to fully satisfy the customer when some type of delivery failure occurs.

- Customer Satisfaction Determination - focuses on the methods or processes used by each organization to collect, analyze and use customer satisfaction feedback and other information.

- Customer Satisfaction Results - addresses the many indicators developed to illustrate customer satisfaction trends and levels. All major areas of operational capability, and key services and products should be addressed by these indicators.

- Customer Satisfaction Comparison - covers data comparing customer satisfaction levels to those of organizations within or outside the Air Force that provide similar services, products or operational capabilities to the same or different customer groups.

QAF is not a new and improved method of advanced problem solving, nor is it a dynamic new management program. QAF focuses on creating a cultural or human dimension. Your personnel need to participate in this new way of thinking. QAF also focuses on improving the technical dimension of our jobs. It starts with answering two simple questions. How are we performing? Can we improve on it to make it better? For further information contact your Base Quality Improvement Office or The Air Force Quality Institute.

This chapter provided you a brief overview of the Quality Air Force process. In addition, we discussed QAF leadership, strategy, unit self assessments, and the Quality Air Force Criteria. Quality Air Force won't achieve results overnight. Utilitize QAF to make it faster, brilliant, and make your organization GREAT!

CHAPTER 6

WORKLOAD MANAGEMENT

"The difference between ordinary and extraordinary is that little extra."

INTRODUCTION

The successful operation of any contracting squadron starts with leadership's management abilities. It also means using the tools and programs available to effectively perform contracting's mission. In this chapter we will look at a few programs that will impact your workload within the organization. This will include dealing with changes in workload, manpower changes, the Base Contracting Automated System (BCAS) and contingency contracting.

HANDLING WORKLOAD INCREASES

Your squadron will be confronted with a wide range of taskings that will challenge your ability to effectively manage your workload. Formal schools, mobility taskings, retirements, and end-of-year requirements will increase your workload requirements. The purpose of this section is to provide a few examples on how to manage workload increases and backlogs within your organization.

- Formation of a "tiger team" consisting of 3-4 experienced personnel who possess previous experience in the affected flight and have them work 2-3 hours a day dedicated to the instant problem. Military personnel are easily detailed across the organization. Detailing civilian employees will be affected by their position descriptions and civilian personnel regulations.
- Are your flights effectively organized to meet short-term personnel decreases caused by school attendance, leave, mobility, TDYs, etc.? Is each position covered by an "alternate or buddy" who has basic knowledge of that person's responsibilities and contracts? Do not let your personnel's work pile up due to legitimate commitments away from the organization.
- Stabilize manning within the flight for a specific period, at least six months or until such time a manageable backlog is maintained.
- Enhance the monthly management critique by ensuring your management analysis flight chief is providing you an in-depth analysis of current trends, identifying unfavorable trends, matrixes, and providing you with proposed corrective or preventive action. This information should be provided to each flight chief for their inputs.
- Decentralization is a powerful customer service tool and has been highly successful in meeting mission requirements. Decentralizing Blanket Purchase Agreements to customers like library, medical, and billeting can reduce the number of small dollar centralized purchases. A well-managed SF 44 and IMPAC program gives all base

customers the ability for direct purchases with limited contracting and supply support. Ensure proper customer training and oversight are being conducted on these programs.

- Conduct in-depth customer training. The more your customers know the less repetition your personnel will have to deal with when preparing purchases. Develop a customer training guide, distribute it, and use it. Anticipate resource management personnel turnover and schedule training to keep the new personnel current on contracting policy and procedures.

- Improve flight training. Newly assigned personnel require a solid upgrade, rotational, OJT, and formal training programs in order to improve flight productivity.

- Increase the technical capabilities of all organization personnel. It is not productive or fair to personnel to have them do only certain types of contracting actions for extended periods of time. Get them involved in all contract actions. This increases the technical knowledge of your personnel and also provides your flight chiefs with increased flexibility during those unscheduled actions or end-of-year workload requirements.

- Rotate your personnel. This improves technical capability. This can be temporary or permanent depending on your needs. Be especially careful about keeping your BCAS administrators in the same job for too long. They take the same promotion tests based on their total contracting expertise.

- Call other reliable contracting organization commanders, or call your MAJCOM/LGC staff for assistance. Do not hesitate.

- Document your workload. A large backlog normally equates to longer Contracting Administrative Lead Times (CALT). As a result, your customers, commanders, and MAJCOM will want to know when the backlog started, what caused the problem, how you are solving the problem, and when it will be solved.

UNIT MANPOWER DOCUMENT

The Unit Manpower Document (UMD) is a computer product that provides information on the authorized manpower for your squadron. This product is crucial to a organization commander because it shows your personnel authorizations and how they may change over time. Wing Manpower distributes applicable portions of the UMD to all units in a wing. Changes normally start at wing level and are submitted up to the MAJCOM for approval and entry onto the UMD. Changes in the UMD are known as Authorization Change Requests (ACR) and confirmation that the change has been made is an Authorization Change Notification (ACN). All changes should be driven by mission requirements and objective wing manpower authorizations. Changes to your manning will be based on mission changes that are identified as manpower variables.

Stay on top of this document. The UMD shows manpower data for the quarter and next four quarters. You can request longer range data beyond four quarters by requesting the Extended Unit Manpower Document (EUMD). The EUMD gives authorized manpower data for the current quarter and 21 quarters.

UMDs provide a wide range of information about your organization. It shows what manpower is allowed in each work center. These are called funded authorizations in Manpower terms. They also show unfunded requirements, that is, manpower owed to

the work center but not available because of funding constraints. The UMD also shows organizational relationships.

Your civilian manpower is established in the UMD. These positions are established by the Base Civilian Employment and Cost Management Committee. The committee develops the civilian man-year utilization and employment plan, reviewing vacant positions for fill action, and advising the commander on civilian workforce funding. Funding is the major constraint on committee decisions, though other factors may include prioritizing critical positions, and the organization's percentage of filled positions.

Manpower also reviews position descriptions (PDs) for all vacant positions being considered for fill. This review ensures duties listed in the PD are actually required and are compatible with the AFSC descriptions in AFR 36-1/AFI 36-2105, Officer Classification or AFR 39-1/AFI 2108, Enlisted Classification. Manpower must ensure the PD matches job requirements, otherwise, Civilian Personnel would hire unqualified personnel.

UNIT PERSONNEL MANAGEMENT ROSTER (UPMR)

The Unit Personnel Management Roster is a monthly mission support organization product that provides a detailed list of your organization's authorizations by position and personnel filling these positions. In addition, it gives projected accessions, gains, losses, retirements, separations, and rotations from overseas locations. Corrections to your UPMR are normally made through the organization orderly room using PC-III. As commander, make sure your UPMR is correct. Failure to do so may decrease your available work force since you will not receive projected gains if your UPMR shows you are fully manned. Make sure your UPMR reflects your true manning so you get your just share of projected gains.

THE WANG COMPUTER SYSTEM/BCAS

The Base Contracting Automated System (BCAS) is Contracting's computer software for the WANG computer system. This system provides you with real time automation and contract management data. BCAS also has electronic interface capabilities with a number of base customers and Air Force data collection agencies.

WANG is the computer hardware used by operational contracting organizations. There are a number of WANG Central Processing Units in operation including the VS 85, VS 100, VS 5000, VS 8430, VS 8460, and VS 10,000 series systems. Besides BCAS there is other WANG software in the system this includes: WANG System Software, used to run BCAS, WANG 2020 Spreadsheet, Word Processing, VS Graphics, WANG Mail, and WANG Utilities. Many of the systems are also running a contract writing system called MADES II.

Some base customers have access capabilities directly to BCAS. Customers that have direct interface capabilities include CE, Services, and OSI. Each of these organizations have their own WANG system. Limited interface is available for Base Supply and Medical Logistics. Several supply elements and Financial Management have access to BCAS using contracting supplied WANG personal computers. All of

these organizations have different access capabilities that include inputting purchase requests, inquiry on the status of purchase requests and contract award information.

Retrieval of information for management purposes is the heart of the BCAS system. It can create both standardized reports and specialized reports to meet individualized data requirements.

Standardized reports are available through the BCO Management Menu. This menu provides you with a simplified process to obtain needed information on the status of contracting performance. Management Analysis can create any of these reports based on your requirements. The BCO Management Menu is comprised of the following reports:

| | |
|---------------------------|-----------------------------|
| Workload Summary | SCSC Description Master |
| Productivity Summary | Labor Standards Enforcement |
| Delinquent Actions | Requisition Summary |
| Monthly 7106/1015 | Manpower Report |
| Lead Time Summary | Workload Assignment |
| Critical Purchase Request | Active Contracts |
| Award Location and Type | Noncompetitive Master |

The most important report you will use is the Base Contracting Activity Report HAF-RDC (M&A) 7106. The 7106 will provide a large amount of information on the status of the organization and is the primary report for generating your monthly critique. The 7106 is divided into two parts and seven sections:

- Part 1, Section A Procurement Workload, Monthly Figures
- Section B Procurement Workload, Cumulative Figures
- Part 2, Section A Number of Actions by Dollar Category
- Section B Contract Administration Workload
- Section C Competitive Procurement Programs
- Section D Small Business Program
- Section E Personnel Data
- Section F Remark Section
- Section G Manpower Workload

The 7106 reports gives you a basic picture on the workload status of the organization. It gives you the necessary information for planning and evaluating performance. As mentioned above, sit down with your Management Analysis folks and go over all the sections in the 7106 report. Management Analysis should have six years of 7106 reports on file.

Other sources of information on BCAS include the Base Contracting Automated System End User's Manual AFM 70-333 and the Contracting Manager's Guide to BCAS AFLMC Project LC 902052 published February 1992.

CONTRACTING ORGANIZATION MATRIX INDICATORS

Organization performance is composed of many factors, but the result must be mission support. Evaluating performance will be based on your MAJCOM requirements and accomplishment of your organization goals. The following list of performance indicators provide you with ideas on indicators you may consider monitoring to insure mission support is being accomplished. Indicators are divided

into general categories and can be calculated based on the organization or individual flights. BCAS will give the majority of these indicators. There are also indicators that you will need to request from management personnel in your organization.

- ORGANIZATION/FLIGHTS

1. Number of open purchase requests (BCAS).
2. Last IG rating (Management).
3. Number of contracts behind schedule (Management).
4. Number of cure notices issued (Management).
5. Total number of delinquent contractors from Commodities, Services, Construction.
6. Number of delinquent contractors identified from BCAS.
7. Number of Reports of Discrepancy (RODS) (BCAS).
8. Number of protests received and defended (Management).
9. Total number of ratification's processed (Management).
10. Number of ratification's denied (Management).
11. Total number of contracting actions (BCAS).
12. Total number of decentralized actions (BCAS).
13. Ratio of centralized to decentralized actions.
14. Number of contracts awarded using source selection (Management).
15. Number of undefinitized actions.
16. Number of centralized BPAs administered (BCAS).
17. Number of decentralized BPAs administered (BCAS).
18. Number of IMPAC cards issued (Management).
19. Number of SF 44s used (Management).
20. Number of customer education classes provided (Management).
21. Number of customer organization visits conducted (Management).
22. Number items suspended in BCAS.
23. The priority 1-3 CALT (BCAS).
24. The priority 4-8 CALT (BCAS).
25. The priority 9-15 CALT (BCAS).
26. Number of organization Operating Instructions (Management).
27. Number of self-inspections conducted (Management).
28. Percent of time BCAS is available to users (Management).
29. Number of Purchase Requests over 90 days old (BCAS).
30. Number of Purchase Requests over 120 days old (BCAS).
31. Number of Purchase Requests canceled (BCAS).
32. Number of walk-through purchase requests (Management).
33. The total number of line items received priority 1-8 (BCAS).
34. The total number of all line items received (BCAS).
35. The total dollars awarded by month and total year (BCAS).
36. Total number of modifications executed (BCAS).
37. Total number of Contract Discrepancy Reports executed (Management).
38. The total number of active contracts administered (BCAS).
39. Total number of construction contracts and A&E contracts administered (BCAS).
40. The total number of active service contracts administered (BCAS).

41. The total number of active commodities contracts administered (BCAS).
42. The total number of active centralized contracts being administered (travel services, HAMs, PMEL, etc.) (Management).
43. Number of active environmental contracts being administered (Management).
44. Number of Wing and MAJCOM staff assistance visits conducted, all types (Management).

- SADBUS/COMPETITION (BCAS)

1. Number of Small Business goals achieved.
2. Percentage of competitive actions.
3. Total dollars awarded competitively.
4. Number of contracts awarded to 8(a) contractors.
5. Number of contracts set aside for small business contractors.
6. Number of contracts set aside for socially disadvantaged businesses.
7. The total set-aside actions awarded.
8. The number of dissolved small business set-asides.
9. The total large business dollars awarded.
10. The percent of competitive dollars.

- PERSONNEL

1. Air Force/MAJCOM Contracting, Manufacturing, and Quality Assurance Award Program category nominees submitted.
2. Number of military and civilian STEP promotions.
3. Number of contracting officer warrants issued.
4. Number of in-house proficiency training classes performed.
5. Number of formal training quotas received vs. used.
6. Number of commercial courses used.
8. Number of personnel qualified at APDP level 1-3.
9. Number of personnel nominated for quarterly wing, civilian, and military awards.
10. Number of personnel nominated for other Federal, DOD, Air Force, and MAJCOM awards.
11. Number of assigned civilian personnel.
12. Number of assigned enlisted personnel.
13. Number of assigned officer personnel.
14. Number of clerical and orderly room personnel assigned.
15. The total organization experience level.
16. The experience level of each flight.
17. The number of trained deployable personnel.
18. The total number of late OPRs and EPRS.
19. The total number of personnel actions executed.

These are indicators that you can use to develop you squadron evaluation program. Many of these can be used as quality assessment indicators.

CONTINGENCY CONTRACTING/MOBILITY TASKINGS

Contracting squadrons are responsible to support two major types of taskings: mobility deployments in support of exercises or DOD wartime requirements and contingency support in the event of emergency or natural disasters. Air Force bases have not escaped the destructive effects of natural disasters. Floods, hurricanes, tornadoes, and volcanoes have caused extensive damage and have tested the effectiveness and efficiency of operational contracting's capability to sustain, support, and reestablish mission operations on impacted bases. Contracting personnel have been deployed to locations around the world in support of wartime and humanitarian operations.

Prepare your organization to provide instantaneous support in the event of an emergency or mobility tasking. The key to successful support is a comprehensive plan taking into account all possible preparation steps that contracting requires to support these two major requirements.

Your superintendent normally runs the contingency contracting support program. Major responsibilities of the superintendent include review and update of operational plans (OPlans), support plans, training, manning of contingency contracting positions, recall rosters, support kits, and other administrative details. Take the time to review this program with your superintendent. Specific areas that you should cover include: PLANNING: Discuss with your superintendent contracting's integration into the overall base operation plan. Specifically review AFFAR Appendix CC and each OPlan and annex D having a contracting requirement. Pay particular attention to specific support requirements that insure contracting mission accomplishment i.e., vehicles from Transportation, communications, power and utility requirements, supply coordination, and off site and secondary site locations. If there is a question contact the Logistic Support Organization/LGX for guidance in making changes. You need to emphasize the importance contracting has in the re-establishment of base operations in the event of a natural disaster.

Your plan should be tailored to meet your organization's specific needs and convey to senior leadership:

- contracting's role during contingency conditions
- support base recovery
- identify requirements necessary to carry out the support

The AFFARs Appendix CC provides a generic planning outline. Tailor this plan to your operating location. Planning should take into account weather, tornadoes, hurricanes, snowstorms; unusual mission requirements such as munitions storage dumps, chemical storage, manufacturing, and other potential accidents which could result in major damage in the event of fire or explosion; and wartime scenarios that could result in nuclear or conventional damage. Planning should also include requirements for the number of Contingency Contracting Officers (CCOs), support kits and administrative supplies, and equipment.

ON SITE SUPPORT. As stated earlier, review OPlans for procedures if communications, power, and utilities are disrupted. Contact CE and Communications for their OPlan support procedures. Transportation support will be extremely important during the early stages of recovery. Most purchases during this time will be picked up directly from the vendor. Insure transportation is available.

OFF SITE SUPPORT. What happens if your facility is heavily damaged or destroyed? Plan for an alternate support location. Identify a site that can maximize base teamwork and provide enough communications capability to meet requirements. Consider collocating with important players responsible for bringing the base back to operational status, such as CE, Communications, Services, or Supply.

Consider identifying off-site locations. These would be locations where there is a good chance the commercial market will not be impacted by the disaster. Identify sources that can provide emergency support for supplies, construction, and services. This action would result in quicker purchases with less competition and disruption. Establish emergency support procedures with bases within a reasonable distance from your base. Established procedures would make activation simpler and smoother. Designate these sites in advance and incorporate them into the base operation plans.

TRAINING. Your written plan should give you an approximate idea of the number of personnel, equipment, supplies, and administrative requirements needed to support base recovery. With this in mind, review your contingency training program. Develop checklists for initial and refresher training for emergency and mobility support procedures. The last thing you want is an untrained contracting person. The result will be extensive problems long after the emergency is over. A further recommendation is to invite other key base support personnel, to training and teach contingency support as a team. If key personnel understand the total picture for support implementation the final outcome will go far smoother. Make sure training is conducted on a regular scheduled basis.

RECALL PROCEDURES. Up-to-date recall rosters are a must for effective support. Consider both communications and communications out rosters. Put yourself in the worst-case scenario, "how can I contact my personnel in the event of a short notice emergency with limited communications?" Establish procedures in the event communications are out. Who do personnel contact if a communication black out occurs? Consider establishing emergency contracting teams that meet immediately upon notification of a civil or DOD emergency. The personnel on this team should know specific responsibilities, meeting locations, and specific equipment and administrative supplies available and ready to support. Supply, or Communications will provide access to computers and other administrative support. They will also establish a centralized location for rapid support response.

BUYING PROCEDURES. Review buying procedures CCOs will use during an emergency. What are the most effective buying mechanisms available; SF 44s, DD Form 1155s, IMPAC credit cards, BPAs if in place, or cash. Do your CCOs have IMPAC credit cards? Are the support kits fully stocked with needed forms and administrative supplies. Is there an established tracking system that takes into account receiving paperwork and tracking transactions? Identify specific purchase order numbers that will make tracking easier. If a laptop computer is available use the Deployable Contracting Actions Tracking System (DCATS). This program is available from AFLMA/LGC. Review emergency support source listings for commodities, services, and construction. Additional lists should be developed showing vendors that are outside the local area.

MOBILITY TASKINGS. Your contracting organization may have a critical function in satisfying a unit's resource requirements during deployed contingencies. Your organization's mobility taskings are identified on the Unit Type Codes (UTCs) which are administered by your local LGX. Review these taskings. The UTC is a five-character alphanumeric code that identifies standard contracting force packages. The UTC will identify manpower and equipment requirements in one package to support the operation plan of your organization at your location. Along with the UTCs, review the wing operational plan. The OPlan will incorporate contracting's mission support requirements into the overall deployment plan. Using the identified manpower strengths from these documents insure that you have a fully trained and equipped primary contingency contracting officer for each position and a mission capable alternate. Review your equipment and contingency kit requirements. Required items are identified in AFFARS Annex CC and should be maintained by your superintendent.

Your squadron may be required to support deployments based on requested specialty code requirements. This tasking may come as a telephone call for support from the MAJCOM. Departure times may vary based on the need. Your organization must have mission capable personnel available to meet these short notice taskings. Mission capable means having required shots, passports, personal gear, all available mobility processing information, and contingency training. This person may not be part of the identified manpower requirement on the UTC so he does not have required deployment equipment. However, having a fully capable alternate saves valuable time and insures instantaneous mission support.

Training is critical for the success of the contingency contracting program for your organization. The best way to train is through actual deployment exercises. When the wing conducts deployments make sure contracting is actively involved. The CCO should be on one of the first aircraft and should start support procedures immediately. Contact other bases that have an extensive deployment history. The MAJCOM should have copies of after-action reports. Ask to be put on their distribution list. Develop these into scenarios that your CCOs can work. The AFLMA/LGC has a number of contingency training guides available for use. These should be an important part of your training library.

Managing contracting's workload is a major responsibility that will directly impact our customer's ability to perform the base's mission. Ideas are provided on handling workload increases and measures that will prevent backlogs. We covered the importance of manpower and its associated documentation. We looked at BCAS as an information source and the wide variety of indicators that you can look at provides status on the organization. Contingency contracting and its importance was addressed. Supporting the customer is our major goal; utilize the tools available to you to accomplish this.

THIS PAGE LEFT INTENTIONALLY BLANK

CHAPTER 7

MANAGEMENT PROGRAMS

INTRODUCTION

Top-notch management programs are crucial to the effectiveness of your contracting operations. These programs should be thoughtfully managed, fully documented, and effectively implemented to ensure responsive support to the mission. The purpose of this chapter is to explain the various management programs and tools and provide examples on how to manage them. Although all management programs are important, you need to pay particular attention to your self-inspection program, training, advance contract planning, customer education, and recognition program. Management and performance indicators are available using the Base Contracting Automated System (BCAS) and other sources.

SELF INSPECTION

If you are ever required to rank management programs this should be number ONE! See Chapter 8 on inspections where the subject is discussed.

TRAINING

| |
|---|
| "You are only as good as the people you train." |
|---|

Trained personnel are essential to successfully operating any organization and is critical in most contracting organizations. Your people will vary in experience levels and will either require initial or refresher training. Although most people would agree training is important, they would probably agree it is bothersome and, in some cases, only done to satisfy regulatory requirements. The operation of an effective contracting organization is strengthened by a solid training program. Therefore, ensure that your people receive appropriate training on a continuous basis. Do not forget; a "pencil whipped" program which "looks good on paper" but has no substance, is just asking for trouble. It is not surprising IG and other surveillance teams place high priority on evaluating the effectiveness of squadron training programs. If it is not meeting your needs, deficiencies will be readily apparent in the ability of the organization to provide effective mission support. The lack of training will be clearly seen in the quality of your processes and contract files.

Training programs take time, effort, and planning. However, there really is no alternative to developing a qualified workforce. Consider also the federal legislation which is making it a mandatory requirement to have a fully trained contracting workforce as defined in the Acquisition Professional Development Program (APDP).

EFFECTIVE TRAINING: A KEY TO SUCCESS

Completed reviews of past inspection reports revealed that training played an important role in the overall rating. For example, comments such as, the OIC (officer in charge) "failed to accomplish required recurring training" or "training needed improvement; newly assigned personnel were unfamiliar with their duties," were prevalent in those offices rated less than satisfactory.

On the other hand, organizations that received accolades from their respective inspectors had commendable training programs which included such ideas as continuity folders, cross-utilization of personnel, desk-top operating instructions, and locally developed training aids.

Training results in high payoffs. A strong on-the-job training (OJT) program can improve employee morale, lower employee turnover rates, and enhance the quality of service to your customers. Supervisors who tell themselves there is not enough time in the workday for training are wasting our number one resource--our personnel. Low productivity caused by poorly trained technicians often causes managers to perceive that they have a manning problem. The time they invested in training might be their most profitable productivity-enhancing investment. Spend a few minutes each day to evaluate the effectiveness of your training programs. It could be your key to success.

In implementing an effective training program you and your superintendent, who normally runs the program, need to sit down and go over the existing program. Based on this review, plan for future training requirements. There are several categories of training you must be aware of and manage. They are: in-house proficiency training, on-the-job training (OJT), formal training, commercial training, military rotation training, copper cap training, and officer training. With the implementation of the Acquisition Development and Performance Education Act, training is a key requirement for obtaining certification levels.

ACQUISITION PROFESSIONAL DEVELOPMENT PROGRAM

The Defense Acquisition Workforce Improvement Act Public Law 101-510 initiated the Air Force's Acquisition Professional Development Program (APDP). APDP requires specific education, experience, and training requirements on both military and civilian members of the acquisition workforce in your organization. Contracting personnel are required to be certified at one of three levels. Failure to achieve certification can impact promotions, assignments, and even holding certain positions, like your commanders position. Certification level completion should be an integral part of your organization training program. Do not hesitate to talk to your deputy and superintendent about personnel who require formal training. Schedule your personnel for required courses. Track this program closely as it directly impacts your personnel's futures. If you have questions concerning civilian certification contact the Civilian Personnel Office. For military personnel certification contact your MAJCOM certification monitor.

IN-HOUSE PROFICIENCY TRAINING

Proficiency training consists of organization and flight training. Such training is necessary due to the changing dynamics of the contracting environment and its

complexity. Hence, it is essential that you devote special attention to in-house proficiency training.

As stated earlier the superintendent oversees this program. Top management can show interest in the program by attending and conducting some sessions. Show your personnel that top management actively supports this program. Get involved and teach a session.

Excellent sources for training material are deficiencies uncovered during your self-inspection program, IG/SAV crossfeed reports, audits, and contract review deficiencies. Actually, many IGs will review your self-inspection program, contract review results, audits, and previous IG reports. Then they will review training records to determine if identified deficiencies have received management's attention through the proficiency training program. If these deficiencies continue, the inspector might conclude the training program is ineffective. Thus, there should be some linkage between your own inspection efforts and your training program.

The following checklist should be helpful in improving your in-house proficiency training programs.

- Set up specific training procedures in the organization operating instructions.
- Review your training program with the superintendent.
- Know individual Air Force and command requirements.
- Set up master files.
- Establish proposed annual training plan.
- Publish the proposed training schedule.
- Schedule training to accommodate peak workload periods.
- Be sure training is accomplished as scheduled.
- Document, date of training, subject matter, synopsis of training, and names of attendees.
- Contact other operational contracting squadrons that have strong training programs. Borrow their ideas, training materials, etc. Plagiarism is the kindest form of flattery.
- Use a variety of instructors from within/outside the squadron, e.g., OSI, SJA, CE, etc.
- Use flight related topics (should include current problem areas).
- Ensure topics are interesting, useful, current, and relevant.
- Conduct squadron training at least monthly.
- Conduct flight training once a month.
- Review your overall program quarterly.
- Ensure those personnel who missed the training session are provided lesson plans, etc. to review as a makeup session.
- Establish and update your training library. This can include materials from the AFLMA, squadron contract training programs, AFIT, federal, and commercial sources, etc. The library is an excellent idea. Too many times educational materials are stored in person's drawer or file and the rest of the squadron does not know it exists.
- Review personnel training requirements with the superintendent and deputy at least annually. Identify required Air Force, DOD, and other required courses. This will

make it easier to schedule employees when last-minute fall out quotes are requested by the MAJCOM.

- Identify individuals who can attend formal training on short notice. Work aggressively with your MAJCOM training focal point to pursue last-minute, fall-out slots for your people.

- Review commercial courses to which you can send your personnel. Depending on available funding, this can give your personnel a broader perspective as to other agency and contractor operations. Potential companies that provide contracting courses are George Washington University, Management Concepts Inc., and Federal Publications Inc.. There a number of other companies that are not listed.

The Air Force Logistics Management Agency has developed two comprehensive training packages for Construction and Services. These packages would be ideal for flight proficiency and even squadron training. Both packages use the format found in the Federal Acquisition Institute's (FAI) Contract Specialist Workbook. Contact your MAJCOM or AFLMA for information.

In today's austere funding environment, the shortage or lack of temporary duty funding will cause the proficiency training programs to become increasingly more important. In-house proficiency training, if approached with enthusiasm and dedication, will produce seasoned contracting professionals and enable you to work smarter not harder. **BOTTOM LINE:** You will get out of training what you put into it. So will your people!

ON-THE-JOB TRAINING

On-the-job training is a phased training program designed to qualify airmen to progressively perform effectively in their career specialty. OJT is a determinant to advancement in skill and grade and directly relates to the professional and economic well-being of an airman and his family. Therefore, it is your job to convince your airmen that adherence to a conscientious OJT program is in their best interest as well as the Air Force. Remind them of their obligation to seek training when they feel a need for it.

The Air Force OJT program is a learn-by-doing concept whereby the knowledge and job proficiency of enlisted personnel are increased in the work environment. There are four specific requirements airmen must satisfy to qualify for skill level upgrading. These are: (1) career knowledge, (2) job proficiency, and (3) job experience and (4) formal training. OJT is also a dual channel program designed to satisfy the requirements for career knowledge and job proficiency by concentrating on upgrade training and qualification training. Training for the purpose of upgrading one's Air Force Specialty Code (AFSC) in skill level (for example,) is upgrade training. Qualification training, on the other hand, provides continuous training for airmen who have already been upgraded in their specialty and are already considered "fully qualified."

OJT by definition is conducted in the actual work situation and to be effective requires the total support of everyone involved. Immediate flight chiefs and supervisors are responsible for OJT and the development, maintenance, and effective use of job qualification standard (JQSs). The latter are used to guide the training

conducted. The JQS are essential because it identifies each task performed and provides the specific reference to an authoritative referenced publication.

OJT is a formal approach to increase job proficiency through practical application. The results of such training are documented on AF Form 623, On-the-Job Training Record, by the immediate supervisor. This record shows the training program an enlisted person is following and therefore benefits the new supervisor by enabling him to easily determine an employee's experience level.

Although the foregoing discussion addressed only enlisted military personnel, your OJT program can also provide the basis for effective officer as well as civilian programs. You should work closely with your senior NCOs and supervisors to develop programs that meet the needs of officers, civilians, and enlisted personnel. The Consolidated Base Personnel Office (CBPO) and Civilian Personnel office (CPO) should provide suggestions and assistance to improve your programs.

FORMAL TRAINING

Formal training is defined as training an individual receives at a formal school. Such training is important because it provides the foundation essential for knowledgeable contracting professionals and employee progression. Formal training should be planned and scheduled at least a year in advance of employee attendance. Therefore, you must be knowledgeable of the training needs of your employees and assure these needs are satisfied. Remember, formal training is essential to employee motivation, certification, and career progression. Meeting formal training milestones is extremely important because it impacts APDP certification which impacts career progression and skill advancement.

Supervisors must know and clearly demonstrate an interest in the training requirements of subordinates. A positive approach will show the employee that the supervisor is interested in both the employee's current job performance as well as continued career advancement. Consequently, a training plan should be developed and discussed with each employee periodically.

Formal contracting training courses are offered at Lackland AFB, TX; Air Force Institute of Technology (AFIT) School of Systems and Logistics, Wright-Patterson AFB, OH; and US Army Logistics Management Center (USALMC), Fort Lee, VA. You will formally request training slots annually for these schools through Consolidated Base Personnel Office (CBPO) and the MAJCOM for military and Civilian Personnel Office (CPO) for civilians. Individual supervisors must then decide how many quotas for each individual course he will require for the coming fiscal year. Quotas must be requested and subsequently approved by the MAJCOM. Therefore, it will be to your advantage to establish clear lines of communication with your MAJCOM training monitor. Also, you should contact your MAJCOM training monitor, CBPO, or CPO if you have any questions on formal training procedures.

In summary, remember that formal training is a high-visibility program indicating management's interest in employee development and career progression. Support school quotas when you receive them.

MILITARY ROTATION TRAINING

You owe it to the Air Force as well as the individual to provide the enlisted force with experience and training in all facets of contracting. As a minimum, make sure all airman new to the career field are rotated through all contracting flights and specialty functions. Rotation time requirements should be tied into the complexity of the job. For example, airmen should spend more time in the more complex areas such as contract administration. Establish a master rotation training plan and try to stick to it. A comprehensive military rotation training program will give your organization added flexibility while enhancing the expertise of your personnel. It will also better prepare your enlisted force for increased responsibilities and expanded overseas duties. Remember, each military member's value to the Air Force should increase as he moves through the ranks and obtains technical competency.

An area that requires serious consideration is the development of supervisory skills of your junior enlisted, officers, and civilians. A basic problem is that many enlisted and company grade officers do not have the opportunity to manage people and programs. This may have a negative impact on these personnel as they continue their career progression. This is a tough problem to solve in many contracting organizations. Many management positions are filled by civilians. This limits supervisory slots available for personnel requiring this type of experience. Some suggestions include establishing supervisory positions within each flight; an example is a contracting supervisory lead position that is responsible for a team of two to four employees. This person reports to the flight chief. The Contract Repair Element chief position is an excellent training position for a staff or technical sergeant that requires supervisory experience. Individuals may be given other temporary leadership opportunities such as leading "tiger teams" or "process action teams" to resolve problems or determine improvements to contracting support. The key is to provide your individuals the opportunity to lead and supervise.

COPPER CAP TRAINING PROGRAM

Copper Cap is a contract intern training program that is centrally managed and funded by the Air Force Personnel Management Center. This program deserves the utmost attention because people selected for the program will very quickly go to the head of the management team. The program normally lasts two years, (extensions may be authorized), and the squadron normally requests copper caps because they either have or are projecting a vacancy. This person will follow a comprehensive training program that provides experience in all flights. You need to figure out during this period if this person has the necessary management attributes and leadership abilities. It takes a lot of courage to terminate someone from the program; but, if it takes that--do it. Monitor the program closely. A good training supervisor is your deputy. Make sure the copper cap is involved with management as well as contracting. You should review the individual's progress at least quarterly. Provide indepth feedback. Recommend you use this program because it is a good source for quality people who can make an immeasurable contribution to your organization and the Air Force contracting community.

CONTRACT MANAGEMENT OFFICER TRAINING

Your officer trainees must be thoroughly trained in all aspects of contracting. If a training program is not already set-up, recommend you establish one similar to the OJT or Copper Cap programs. Included in a formal training plan should be a job rotation schedule, listing of formal schools, and in-house proficiency training. Also, require the officer trainee to attend various meetings with you such as staff, weekly CC/DE, and wing stand-up meetings. You will need to document your officer rotational training because MAJCOM staff assistance teams and IG inspectors scrutinize this program closely. Normally, this aspect of officer development will take 18 months. Finally, review your officer training program at least quarterly.

This is a critical time in a new officer's career. His focus is on proficiency training. Monitor additional duties and other activities that take away from his training and duty requirements. Ensure he has the opportunity to complete a well rounded variety of contracts, both solicitation and administration.

ADVANCE CONTRACT PLANNING (ACP)

The acquisition process can generally be divided into four phases--they are planning, pre-solicitation, solicitation-award, and post award or contract administration phase. Keep in mind, planning is the heart of the acquisition process as it drives all subsequent acquisition phases.

The advance contract planning technique most strongly recommended is for you to establish a suspense system whereby customers with known recurring requirements are individually notified in writing when their follow-on requests should be submitted to the contracting squadron. These letters should include fairly detailed instructions to customers on what is required and when. This mechanism is especially useful for annual recurring services such as custodial, refuse collection, maintenance, etc. It is also useful for contract options, preventive maintenance agreements, leases, and BPAs.

Recommend you maintain the following ACP data on each recurring requirement: contract number, customer, dollar amount, brief description of requirement, expiration date, date of option (if applicable), date of first notice to customer, suspense date, follow-up (if applicable), and date PR received or requirement canceled. These recurring requirements can be written down on a manual log and/or suspended in BCAS. You should appoint one individual or flight to monitor the program to ensure requirements are properly suspended and new requirements are added during the year. It is also important for you to review the ACP periodically, monthly or at least quarterly, with your flight chiefs to ensure timely contract award for mission essential services.

Advance contract planning for supplies purchases is tough to do. All customers must understand the lead-time necessary to purchase supply items. Customer education can help smooth your acquisition process by encouraging customers to seek guidance and assistance from their contracting squadron as early as possible. Too often customers are not given adequate support unless they have a funded purchase request in-hand.

Your planning process should allow sufficient lead time to complete all contracting actions. Normal lead time for major requirements range from 120 to 180 days,

depending on the complexity. Adequate lead time ensures efficient contractual action and best possible use of funds and other resources. Lead time includes development of requirements, preparation of solicitations, advertising period, audits, pre-award surveys and time to compile data to determine contractor responsibility.

Remember, the primary goal of the advance contract planning process is to ensure timely award of contracts and to provide the contractor with a sufficient mobilization period so effective contractor performance begins on "day one" of the contract. The following are benefits of an effective ACP: (1) timely award of contracts, (2) improved delivery at the best price, (3) better business, (4) improved contract administration, and (5) better mission support.

CUSTOMER EDUCATION

Customer education is the capstone for maintaining quality support and good rapport. In the broadest sense, an effective customer education program at the working level will simply ensure the person who needs the service of the contracting organization will know when to request what is needed, the proper way to prepare the request, who to contact in the contracting organization for assistance, and what are contracting's responsibilities as defined by MAJCOMs, Air Force, DOD, and Federal regulations. Customers are more likely to be satisfied if they understand the contracting process.

An effective customer education program requires patience and innovation. The better educated our customers are in the ways we do business, the easier all our jobs will be. This is particularly important in this era of increased workload without increased contracting workforce. Varying missions and constant personnel turnover provide for a continuing challenge. To be effective we must be able to articulate complex contracting procedures in terms our customers understand. Customer education is one of the methods in helping your squadron help itself.

Customer education comes in all sizes and shapes. Therefore, it is strongly recommended you use all the various media available to you to promote your program. Here are a few suggestions for your consideration:

- Squadron customer guide. (Numerous bases have guides. Call and get copies, then tailor one to your base.)
- Contracting newsletters
- Topic brochures
- Daily bulletin articles
- Base newspaper articles
- Community newspaper
- Chamber of Commerce newsletters
- Base television channel programs
- Base organization letters
- Annual or monthly organization visits
- Commander QAE briefing
- Supply equipment custodian training
- IMPAC and decentralized training

- IMPAC Card uses and abuses
- Contracting "on-the-spot" assistance
- NAF training and reviews
- QAE/FAC meetings and training
- Develop customer training videotapes
- CE Update/Wing Staff meeting
- Regularly scheduled meetings with Base Supply, Engineering, SJA, hospital, finance, and others.
- Informal contacts through squadron sports teams
- Commander formal and informal social functions,
- Contracting customer surveys to obtain customer feedback

It would help to develop a suspense system on your office computers or BCAS for topics which require one-time, periodic or recurring customer education.

. You could then document all customer education requirements and organize your program in a master file and at the same time ensure all flights get involved in the program. To ensure this happens assign one person to manage the overall program. This is normally your superintendent or Management Analysis Flight Chief. The following is a list of a few topics you might want to include in your customer education program.

- Ratification's/unauthorized purchases
- Priority system
- Emergency contracting procedures
- Advance contract planning
- Contracting lead-times
- Vendor demonstrations
- Sole source/brand name
- Follow-up procedures
- Year-end spending
- QAE program reminders
- Impact of priority abuse
- Strikes by contractors
- Decentralized procedures
- Decentralized contracting issues
- Any problem(s) customer education can help solve.

RECOGNITION PROGRAM

Give a little and get a lot. Good leaders spend considerable time complimenting the people who work for them. It is quite an art to do this in a way that conveys sincerity, compliments people who should be complimented, and subtly leaves out people who do not deserve the effort. In most contracting squadrons people work very hard to accomplish the mission and deserve special recognition. Telling a worker that he is doing a good job or formally recognizing him can go a long way toward improving productivity and morale.

Successful contracting commanders use many different approaches to recognize, compliment, and thank their people. The following series of ideas should help you start or improve your recognition program.

- If someone praises your people, subtly ask them to write up an appreciation letter and send it through your boss.
- If you receive a compliment, pass it along to your subordinates. In almost all cases, the success was theirs.
- Take the time to submit your best people for the annual MAJCOM and Air Force contracting awards programs. Submit nominations on those personnel most deserving of recognition. (AFR 900-19/AFI 36-2837) Keep in mind that your nomination alone makes them winners among their peers.
- Establish in-house recognition programs, such as military/civilian employee of the month/quarter.
- Consider a recognition board with pictures of your employees of the month/quarter.
- Consider reserved parking spaces in front of your building as awards for military and civilians.
- Submit military "go-getters" for airmen and NCO of quarter awards.
- Submit civilian "go-getters" for quality step increases, sustained superior performance, quarterly, and notable achievement awards.
- Submit civilian employees for time off for outstanding performance
- Try to get your boss or even the Wing Commander involved in award presentations.
- Meet with your people monthly to recognize birthdays, awards, educational achievements, etc. Presentation pictures for a "focus on people" section of your bulletin board.
- Make sure your award winners receive recognition in the base newspaper.

BOTTOM LINE: Your people are the single most important resource you have-- treat them right and they will make you a hero.

GOALS

As mentioned in Chapter One goal setting is an important management function. Without goals, your organization does not know what they are working for or when they get there. At the same time make goals realistic and attainable. Ideally, they should be capable of being completed, but in such a manner that they may be exceeded.

Each organization must determine its own goals in addition to those levied by higher authority. There are many areas in which goals could be established, such as recognition, self-help projects, customer education, training, etc., As with any program, you must have a method of measuring goal attainment; therefore, it is recommended that you quantify goals to the most measurable degree possible. If you are looking at customer education for example, try one article in the bulletin each week and visit two customers per month. By doing so, you will know where you stand and better yet, you will know when you meet or exceed your goal. Doing a little each week adds up quickly; inch by inch is a cinch, but a yard at a time is hard.

Meeting and exceeding goals is important because doing so provides a positive point at which you can say "mission complete." Goals are an important aspect of good

management; however, it goes beyond just setting them; they need to be real, measurable, attainable, and recognizable when met. Without them, you could be full speed without knowing where you're going.

OFFICE INSTRUCTIONS (OI)

OIs are an effective management tool; however, they should be used sparingly. Write OIs to establish and define policy and procedures, and to paraphrase other directives to the extent necessary to establish effective and efficient management directive. When you write an OI for clarification or further direction, make sure everyone complies with your guidance. It can be embarrassing, if the IG finds you are not complying with your own OIs. You need to review/revise OIs annually and update them continuously. The following areas are normally included in office OIs: self-inspection, organizational training, bid security, emergency support plan, unit fire protection, contract review committee, vendor demonstrations, recognition program, and contractor security plan. Do not duplicate something already contained in other regulations or directives. Remember, publish an OI only if you need it.

CONTRACT REVIEW COMMITTEE

Each MAJCOM establishes its own requirements for a contract review committee and establishes procedures for the operation of the committee. Read and become intimately familiar with these guidelines. How well the committee does its job has a substantial impact on your ability to award quality contracts on time and avoid later contract administration problems.

The contract review committee is normally chaired by the Commander, Deputy, or Superintendent. You should take a critical look at how your review committee is functioning. It is strongly suggested that your committee concentrate primarily on solicitation and support documents, e.g., Invitations for Bids (IFBs) and Requests for Proposals (RFPs), to achieve the maximum benefit from internal reviews. This is important because by the time the contract is ready to sign, the Contracting Officer is constrained by the rules of competitive bidding from making any substantive changes which may result from the review. Changes at this point are more costly, both in time and dollars, than changes made prior to receipt of offers/proposals.

The key to a good review is not the length of time spent in review, but the process utilized. One proven process is to have the committee meet as a group and to use a good review checklist. This approach will allow the committee members to concentrate on the reviews and prevent the inevitable interruptions when they try to perform reviews at their desks. An alternative approach would be to have each person on the review committee review the package independently. Each reviewer will add comments, if any, to those written by the previous reviewers. After the final review, the review committee members will meet with the buyer and flight chief to debrief all reviewer findings. Everyone attending the debriefing session will benefit by the review committee comments. NOTE: You can develop or improve your review checklists by calling the MAJCOM/LGC staff and asking them which bases do above average contract reviews. Then, call those bases and ask for copies of their checklists.

If you use current directives, appropriate checklists, and your most experienced contracting personnel, you will have successful reviews. Also consider looking to the future by expanding the committee to include less experienced personnel. This will assist in training them on FAR and proper contracting procedures. Suggest you periodically analyze contract review write-ups for possible trends. These trends make excellent flight/organization training topics. Remember, the time spent in review can save countless hours by preventing such things as GAO protests, congressional inquiries, and long-lived contract administration problems.

ANNUAL BUDGET

Remember when you are developing your annual budget, the money goes to those who know how to plan and justify. This is becoming more critical as our operation and maintenance budgets are being reduced. You can't be timid about stating or asking for anything you believe you need. One of the first things you should do when you take over your organization is immediately assess the quality of your predecessor's planning. Present any deficiency to your boss as an "over-sight" of the previous commander that will severely affect the productivity or mission support of your staff.

When planning the budget, envision where you want your organization five years down the road. Ensure you talk to your flight chiefs during the planning stage. You need to carefully analyze your TDY schedule to make sure that you are covered for trips to the headquarters, conferences, computer training, mission specific, and a few specialty training courses. Make sure you talk with your deputy. This person may have a number of TDYs that are required as Director of Small Business Programs. Analyze your equipment needs to assure you can get your job done. Look at office furniture and see what you need. Furniture is one item you can get your tenants to contribute. End-of-year fall-out is another opportunity in the normal base budgeting process, (Get to know your Comptroller.). In addition, contact your tenant budget officer and let him know what you need; many times, if they are buying two of something, he may be able to support you with another. Another player you may want to get to know is the Logistics Group Budget officer. This person may be responsible for integrating contracting's budget into the total group budget; work with this person early. Again, do not be timid in asking for something, if you really need it. The worst they can say is no! With the computer system eating a large part of your budget, make sure you cover every item. End-of-year funding means being prepared. Make sure that all paperwork is ready, justifications accomplished, and memo-due-outs established. Having your requirements identified and in writing may result in sizable rewards at fiscal year end.

Your people need a productive working environment, tools, and support to get their jobs done. You can walk into any squadron and see how well the supervisors have planned and taken care of their people. To recap--plan, justify, prioritize, and finally "Make It Happen."

QUALITY ASSURANCE EVALUATION PROGRAM (QAEP)

The objective of the QAEP is to make sure the Government receives the base services it is paying for. The nature of service contracting in the Air Force has

changed and will continue to change. We are contracting out for more base level services and the indicators are for more contracting out in the future. Recently, the Air Force has contracted out simulator maintenance, fuels management, base supply, vehicle operations and maintenance, travel services, aircraft maintenance, and transient alert maintenance. As you can see some of these services directly impact the primary mission of our Air Force.

The QAEP is applicable to most service contracts over \$25,000. AFR 70-9 and AFR 400-28, to be superseded by AFI 64-108, describes the QAEP for all base level services. One of your duties is to appoint a QAE program coordinator to conduct QAE training. You should read AFR 70-9 and AFR 400-28 and then attend your local QAE training to ensure your organization is providing adequate training.

All base service contracts are managed by three principal parties: the contracting officer, the functional area chief (FAC) and the quality assurance evaluator (QAE). Familiarize yourself with the responsibilities of these three key players. Ensure your commander(s) support the QAEP program. Their support is critical to the success of this vital program. One way to accomplish this is during your required annual or semiannual commander's briefing on service contracts. This is a great forum to stress the scope, complexity, and mission impact of service contracts. If the base is encountering service contract problems this may be the place to fix them. Be creative, diplomatic, and do your homework because this meeting can solve many problems. (When the commander talks, people listen.)

In summary, your organization plays a key role in the writing and administration of service contracts. The degree to which the FAC, QAE, and contracting officer communicate with each other will determine the success or failure of a service contract. Your support and understanding of the QAEP will go a long way in assuring the success of the program.

ENVIRONMENTAL CONTRACTING

Environmental compliance is one of the most important issues facing Air Force installations today. Successful compliance will take a team effort and Contracting will be an active member of the base environmental team. Contracting's goal should be to meet Air Force policy, in coordination with the Base Comprehensive Plan, that is to protect base human health and welfare, protect the environment, reduce waste generation, comply with Federal and State laws and regulations, and efficiently use Air Force property and resources. The environmental compliance processes are complex and require close-coordination and support with the key base agencies responsible for the environmental program.

ENVIRONMENTAL LEGISLATION

There are over 50 environmental laws that focus on a specific environmental media. Depending on what area you are dealing with: Air or water quality, hazardous materials, or base remediation using the Installation Restoration Program (IRP), one or more of these acts will apply. A simple guide outlining the general responsibilities of the listed environmental legislation follows:

- National Environmental Policy Act (**NEPA**) - You must tell what you're going to do before you do it.
- Occupational Safety and Health Administration (**OSHA**) - You must tell how you're doing it.
- Clean Air Act (**CAA**) - You don't put anything up the stack.
- Clean Water Act (**CWA**) - You don't put it out the pipe.
- Safe Drinking Water Act (**SDWA**) - You don't put it in a hole in the ground.
- Resource Conservation and Recovery Act (**RCRA**) - You don't put in anywhere else.
- Hazardous Material Transportation Act (**HMTA**) - You don't carry it around.
- Toxic Substance Control Act (**TSCA**) - If it is such bad news, you don't make it in the first place.
- Comprehensive Environmental Response Compensation and Liability Act (**CERCLA**) - If you put it in the ground in the past, dig it up.
- Superfund Amendments and Re authorization Act(**SARA**) - Now, tell everyone what your doing.
- Finally there is the Federal Facilities Compliance Act (**FFCA**) - This waives our sovereign immunity under RCRA and puts the responsibility squarely on the shoulders of base leadership. Air Force installations are subject to fines for non-compliance from Federal (EPA), state, and local regulators. Also, installations are required to have annual EPA inspections. Finally, failure to comply with environmental laws could result in employees being subject to criminal prosecution and it normally starts at the top.

ENVIRONMENTAL INSTALLATION PLAYERS

The installation commander has the ultimate responsibility for the success of the environmental program. His emphasis on environmental compliance will impact every program on base. His vision and goals will be the driving force for maintaining environmental quality.

The Environmental Protection Committee (EPC) coordinates and focuses environmental decision making under a systematic interdisciplinary approach. The committee is required under NEPA and AFR 19-8/AFI 32-7104. Contracting will have representation on this committee. This person is the main advisor on contracting issues and assists in the establishment and accomplishment of environmental requirements established by the EPC.

EPC's duties and responsibilities include: The reviewing of environmental regulations and procedures that affect the installation. To insure that these regulations and procedures support the Air Force's environmental goals. Coordinating activities to insure compliance with Air Force regulations. Providing advisory support to organizations that have an environmental impact. Coordinating with other on-base committees that affect environmental decisions. Monitoring the effectiveness of the large number of environmental programs.

Members of the environmental team consists of the bases environmental hazardous waste generators and support agencies that are responsible for environmental programs. Other organizations on the base will have their own EPCs. Committees of this type are normally found at the group level. Contracting will be a member of the Logistics Group Environmental Protection Committee. Large squadrons like CE,

Communications, and Services may have their own functioning committees. You will be sure that if a base organization generates hazardous waste they will have a committee that works and monitors these issues.

The Environmental Management Office (CEV) is the heart of the base environmental program. CEV is broken into five functional areas

- Restoration. Is responsible for the clean up of past hazardous waste sites. The Installation Restoration Program (IRP) is responsible for identification and validation of sites. Development of projects centers around studies, designs, and remedial actions of the identified sites. IRP also oversees contracted activities under the Defense Environmental Restoration Program (DERP).
- Compliance. CEV manages important federal acts and programs that require base compliance. These programs include: The Resource and Recovery Act(RCRA) program, Asbestos Containing material (ACM) program, Clean Water Act, Safe Drinking Water Act, Underground Storage Tanks (USTs), Federal Insecticide, Fungicide, Rodenticide Act (FIFRA), Clean Air Act, and the Toxic Substance Control Act. Compliance is also responsible for the Environmental Compliance Assessment, and Management Program (ECAMP).
- Pollution Prevention. Is responsible to set up and lead the base pollution prevention program (PPP). Pollution prevention also reviews base contracts that involve hazardous waste.
- Environmental Planning. Determines environmental actions under NEPA. This office reviews numerous documents including the Environmental Impact Analysis Process (EIAP), minor environmental assessments, statements of work for contracted assessments and draft Environmental Impact Statements
- Natural and Cultural Resources. Determines inventory of natural and cultural resources on base. Assesses the condition and quality of natural and cultural resource. Develops programs for the preservation of cultural and natural resources. Conducts cultural programs in the community.

In conclusion, excellent management programs normally equate to quality customer support. Remember, although you will likely appoint monitors for your squadron management programs, you need to personally review each program at least quarterly. And remember, you are ultimately responsible for these programs.

THIS PAGE LEFT INTENTIONALLY BLANK

CHAPTER 8

INSPECTIONS/OVERSIGHT

"The best leaders are very often the best listeners. They have an open mind. They are not interested in having their own way but in finding the best way."

Wilfred Peterson

INTRODUCTION

Inspections/assessments/reviews are an integral part of military life, and provide measurements of your effectiveness as a leader and manager. Inspections are designed to provide data for your use to improve the quality support and meet regulatory requirements provided by your squadron. Take these inspections and reviews positively, since they will help your squadron perform better and identify areas of improvement. The introduction of Quality Air Force into the inspection process is changing the way contracting is evaluated for mission and customer support. We will discuss the following types of inspections and reviews that you will be responsible for and may experience: the self-inspection, MAJCOM staff assistance surveillance, MAJCOM Inspector General inspections, Air Force Quality Assessments, SAF/AQC Procurement Management Reviews (PMR), Air Force Inspection Agency Functional Management Reviews, and audits.

SELF-INSPECTION

Self-inspection is your single most effective management tool for assessing the health of your squadron. A good program will tell you exactly what your strengths and weaknesses are; however, maintaining an effective self-inspection program is also one of your most difficult tasks. AFR 70-18, Local Purchase Program, requires each Base Contracting Squadron to establish a comprehensive self-inspection program. You should find a program already established in the squadron but, remember--a program that works is the key.

When first assigned to the squadron, read your last IG report to see what the inspectors thought of the existing self-inspection program. IG inspectors normally take a hard look at this area because it is a good indicator of management effectiveness. Another good source of information is the MAJCOM staff. They should be able to tell you which organizations within the command have the best programs. With this information, you can contact those bases to borrow the best efforts from their programs. While this type of information will be very helpful, the key to a successful program is your own hard work in molding the program to fit the personnel capabilities within your own organization. As stated in chapter 1, you may want to conduct an out of cycle self-inspection shortly after your arrival to evaluate where the squadron stands.

The following suggestions should help you improve an existing program or, if necessary, start a new one:

- Integrate audits, IG findings, IG cross feeds, Staff Assistance Visit (SAV) cross feeds, and command inspection guides (check the 123-series regulations) into your program.
- Set up a squadron OI to cover inspection procedures, scheduling, and selection of inspectors including a self-inspection team chief. Schedule your inspections so supervisors/inspectors can plan on devoting sufficient time to them. Inspections are normally conducted semiannually or annually, however; you may determine a more frequent need. You may consider scheduling inspections between staff surveillance visits and IG inspections. This method assures each function receives some sort of review at regular intervals.
- Avoid scheduling the entire squadron for self-inspections at one time. Set up a recurring schedule for each flight and the management section such as Commodities Flight in January and July, Management in February and August, etc. Also avoid scheduling self-inspections in September.
- Review or Set up. A comprehensive self-inspection program book containing inspection schedules, checklists, inspection results, flight replies, and suspense log for open items. This will help organize your program and it will be readily accessible for management review. This book should be maintained by the superintendent.
- Distribute inspection checklists to your inspectors far enough in advance so they can become familiar with them by looking up each reference.
- Update checklists as you feel necessary. These updates could come from recent audits, IG inspections, and staff assistance reports. Review them at least annually and document the review.
- Review your last IG report and assure all findings are included on the checklists. Repeat IG findings are a "KISS OF DEATH."
- When inspection time comes around, insist on a thorough review. Do not let the inspection develop into an interview with only "yes" and "no" answers. Although a "yes" may technically answer the question, have your inspectors develop a tactful but firm "show me" attitude.
- If your inspector is in doubt as to whether something really is a deficiency, have him "write it up." This will highlight the operation and force a closer look to determine if it is a problem. CAUTION: The inspector should validate all findings with the appropriate flight chief. You/Deputy/Superintendent may need to make final determinations on write-ups should the rater and ratee vehemently disagree on an issue.
- Document all deficiencies and suspense them to each flight for written reply. Insist on a long-term corrective action, not a short-term fix. Ensure replies state specifically what steps were taken so the problem won't happen again. Possible steps include providing closer supervision, conducting spot checks, revising local procedures, and ensuring personnel are properly trained. Remember, the two keys are to determine the root cause of the problem and to provide long-term corrective action.

A self-inspection program containing the above items is not as unwieldy as it may seem at this point. Properly managed, it can provide you with an invaluable tool that

will not be an excessive administrative nor time-consuming workload. A successful program requires a team effort, positive attitude, and leadership. You set the pace . . . "the speed of the leader is the speed of the gang."

STAFF SURVEILLANCE

A second type of inspection is surveillance visits by members of the MAJCOM Contracting Staff. You should view these visits as an opportunity to receive an objective evaluation to improve the squadron. In a sense these consultant visits are a "free" IG conducted by friends. In most cases, the individuals who conduct these visits have evaluated other squadrons in the Command. Therefore, they can offer helpful hints based on observations at other bases. When you have these opportunities, try to maximize the benefits by freely discussing your problems. Make an effort not to hide anything and invite constructive criticism by picking the brains of the staff assistance personnel. Staff visits also provide an excellent opportunity for you and your people to become better acquainted with MAJCOM staff personnel. One of the best ways to prepare for a staff assistance visit is by maintaining a strong self-inspection program.

QUALITY AIR FORCE ASSESSMENT (QAFA)

The QAFA is an independent assessment of your organization's ability to perform its mission. As determined by the MAJCOM, QAFA's conduct audits of key MAJCOM quality performance and operational results indicators and their supporting systems and processes. The basis for their audit is your organization's unit self-assessment (USA). The Malcom Baldrige Quality Criteria is similar to the Quality Air Force Assessment Criteria, that are used in the QAFA. This procedure allows external personnel the opportunity to review your processes and provide another source of feedback. For further information on Quality Air Force consult chapter five.

INSPECTOR GENERAL (IG)

The formal IG evaluation is the next type of inspection/oversight to be discussed. This is the one that really counts because the results become a matter of official record. What will be offered here is a listing of hints to help you get through an IG visit.

Mature individuals have always responded rationally to the inspection process.

PRIOR TO THE INSPECTION

- Prepare early. If your self-inspection program is a good one, you are well on your way. Use the program as a check to assure all deficiencies in your last IG report were corrected. Again, repeat deficiencies are inexcusable.
- Read previous IG reports and replies. Also, review any IG Cross-Feed Reports and Special Interest Items that deal with Contracting. These will give you a good indication of areas the inspectors are emphasizing.
- If the IG just left one of your sister bases, call your counterpart there. You may be able to learn from those experiences.

- Explain the various IG ratings possible from AFR 123-1/AFI 90-201 to your staff. Then ask your supervisors to forecast to you what rating their sections will receive and why. (This really gets them thinking.)
- Develop a formal briefing of not more than 15-20 minutes to present as an in-briefing to the IG inspectors. The briefing should include an overview of the mission, organization, manning, workload, and any special efforts you have undertaken since the previous inspection. Also consider including your limiting factors and what you're doing about them. For example, if low experience levels are a problem, your training program should show increased emphasis. The importance of a good IG in-brief cannot be overemphasized. Its quality has a big impact on creating a favorable first impression.
- You should brief all contracting personnel on the basic ground rules to follow during the inspection. All should understand who will discuss issues with the inspectors and how feedback from inspectors will be reported to you.
- You should anticipate special BCAS reports or information requested by inspectors and have them ready.
- Make sure you provide an adequate work area and administrative supplies for the team.
- Finally, make certain you, your people, and your work centers look sharp. Often this area is a special interest area of the IG team. Remember the lasting importance of first impressions.

DURING THE INSPECTION

- The inspector will let you know which areas he wants to review and when. Make sure the flight chief and the functional area manager are available during that time. If a scheduling conflict arises, it can normally be worked out with the inspector.
- It is not necessary for you to remain with the inspector at all times. Be available and responsive, but let your people do their thing. In other words, keep track of him but do not constantly look over his shoulder. A good inspector will give you plenty of feedback on a frequent basis so you know how your operation is doing. In the event you do not receive feedback, do not hesitate to diplomatically ask for it.
- You can disagree with an inspector over a major issue. The key is to discuss, not argue. You may not win, but do not be afraid to try tactfully.
- Let the inspector discuss your problems first. Have him initiate the discussion; do not spill the beans just for the sake of doing it.
- If you have a problem, be open and honest about it. Do not try to bluff your way through to avoid a write-up. Experienced inspectors can cut through your smoke screen and take your credibility with it.
- Accept validated inspection findings and begin corrective actions immediately.
- Problems corrected during the inspection are not normally included in the final written report.
- Show them your super areas. Point out functions where your folks have clearly exceeded the minimum standards. Maintaining a "things we're proud of" file in advance of the inspection could pay big dividends.

- Do not try to entertain the inspectors. Invitations to wine and dine inspectors put them in an awkward position and have a negative effect.
- Display a professional attitude. Work with the inspectors, not against them. Believe it or not, you share the same goal--an improved operation.

AFTER THE INSPECTION

- After the inspector has finished his review, he should schedule an out-brief with you and your key people. There should not be any surprises during this summary briefing, as your flight chiefs and the inspector, through validation, should have kept you informed of any significant findings. Make sure you and your people understand his comments, questions are answered, and disagreements are resolved before his departure. Non-concurrence on IG findings are rare and difficult to staff. CAUTION: Ensure the inspectors have validated all IG findings with your people!
- Most likely, you will receive a few write-ups. Try to look at them in a positive light and project this attitude to your people. Complaining will not help. Give a pat on the back where due and a helping hand where appropriate.
- Do not wait for the formal reply tasking to come through channels; go ahead and work the problems and worry about reply formats later. Begin by trying to find out the primary cause of each discrepancy and then search for long-term corrective actions. (Sound familiar?)
- If the inspector mentioned an area he felt was suspect but chose not to document it, informally treat this area as a discrepancy. In addition, he may have suggested a way to further improve one of your functions. Take advantage of his expertise. Do not ignore these "freebies" just because they do not appear in the report.

AIR FORCE INSPECTION AGENCY (AFIA)

The AFIA is located at Kirtland AFB, New Mexico and is responsible for executing Air Force inspection policy. The AFIA contracting team is committed to a quality focus with the goal of providing customer support. AFIA is constantly seeking better processes, methods, and products to support customers.

The Functional Management Review (FMR) and Acquisition Management Reviews are the procedures currently being used by the AFIA. These reviews focus on the assessment of a specific process or problem; examples include SABER, contingency contracting, and other contracting issues. The FMR replaces the large scale program or system analysis of the old Functional Management Inspections. The length of the review will depend on the complexity or depth of the analysis. Results will be published quickly. Written reports will emphasize concise and flexible follow up with the owner being responsible for effective mission accomplishment.

AFIA works a fairly short notice schedule based on tasked requirements. The process usually starts with a phone call from one of the team members explaining that an FMR has been scheduled for your organization and the specific area that will be reviewed and analyzed. This is followed up by official correspondence, outlining review requirements. The entire process takes approximately 30 days.

PROCUREMENT MANAGEMENT REVIEWS

Another type of review that you may experience is the SAF/AQC Procurement Management Review (PMR). The PMR provides management assistance and consultation to MAJCOMs, other Air Force organizations and individual contracting organizations in resolving major contracting process problems. PMRs help improve mission performance ranging from system wide applications to individual Air Force contracting organizations. PMRs review contracting policies and procedures for conformance with Federal, DOD, and Air Force regulatory standards.

The PMR is normally conducted by a 3-6 member team from the SAF/AQC staff. PMRs are scheduled in advance with no overlaps of other inspections or audits. Standard visits last approximately 1-2 weeks per organization.

PMRs are not compliance inspections. Your organization will not receive a rating or grade. The team will review contracting processes and upon completion will issue a report citing strengths, weaknesses, and areas requiring improvement, with emphasis being placed on assistance. Minor problems will be identified to you but will not be included in the final report. Typical areas that are reviewed include the mission and organization; policies and procedures; procurement planning, contracting, solicitation, and selection and post award procedures; pricing; management of the contracting activity; customer satisfaction and support; and special emphasis items.

AUDITS

Audits are conducted by Federal and DOD Audit Agencies. At the Federal level is the General Accounting Office (GAO). Within DOD, audits are conducted by the Defence Contract Audit Agency (DCAA), DOD IG, and Air Force Audit Agency (AFAA). The AFAA will be the most common audit agency you will work with on base.

An auditor's purpose is geared to evaluating management effectiveness and audits are, generally, narrower in scope and more in-depth than IG inspections. In all cases, you will be given the opportunity to disagree with audit findings. Unlike IG reports, audit reports provide for client responses. However, "non-concurrence" should only be voiced when there is a legitimate difference of opinion. Cooperate with auditors, they have a set program and must comply with professional audit standards prescribed by the Comptroller General of the United States. Auditors often know less about the subject area than you, but they are, in most cases, extremely knowledgeable about internal management controls for your activity.

The following suggestions should assist you during and after audits:

- Ensure you receive an in-brief and out-brief.
- Keep your bosses informed during the audit. They may want an in/out-brief.
- Allow auditors timely/open access to personnel and contracts.
- Respond to audit findings and recommendations according to AFR 175-3

Try to remember the inspection and oversight process is a necessary part of our system. Hopefully, these comments and suggestions will help you make surveillance of your squadron more painless and result in a much improved operation.

CHAPTER 9

SPECIAL OCCURRENCES

| |
|---|
| <p>"What we anticipate seldom occurs; what we least expected generally happens." -Benjamin Disraeli</p> |
|---|

INTRODUCTION

Protests, congressionals, ratifications, and fiscal year-end-close-out are a way of life in all contracting organizations. This chapter is designed to familiarize you with these events and provide some helpful hints on how to manage these special occurrences.

PROTESTS

Although we may wish otherwise, protests are way of life in our profession and you should understand some of the common reasons why they are lodged. First, small businesses tend to question a competitor's size standard. Second, sometimes there is a failure to properly negotiate with all offerors. This is improper and can be embarrassing. Third, the successful offeror may indicate that he has commitments for employment from the incumbent contractor's workforce, but the incumbent contractor claims that such an agreement does not exist nor does the successor have personnel on-board who possess the experience called for in the solicitation. Fourth, all pertinent additional information is not always provided to bidders/offerors pertaining to description (commodity buys), performance work statements (services), and interpretation of specifications (construction). Be sure buyers make a memo of all questions received from bidders and offerors, and that contracting officers are aware of the questions. It is the contracting officer's responsibility to see that all bidders receive all available information on an equal basis. Fifth, on brand name or equal buys, be certain the user completely justifies the choice after his review of the "equal" items. Protests can be expected either from the brand name or the equal, usually after contract award. Sixth, caution buyers about giving out award information prematurely, especially for follow-on service contracts. Customers often talk too much--especially on services where the customer is happy with incumbent contractors, and they anticipate award to a competitor. Finally, contractors are quick to protest if they consider the specifications so "overly restrictive" they can not compete.

One of the key methods of minimizing protests is to fully brief losing offerors as to why they did not get the award. If they understand why they lost, they may be better prepared for the next one.

Although we cannot always prevent protests, we can reduce the risk by closely following contracting regulations and practicing sound contracting management. Professional responses to protests are normally marked by:

- IMMEDIATE ACTION

- FOLLOWING FAR PROCEDURES TO THE LETTER
- THOROUGH RESEARCH
- ADDRESS ALL PROTESTER ALLEGATIONS
- PERSONAL INVOLVEMENT BY YOU AND LEGAL COUNSEL

CONGRESSIONALS

Often, prospective and actual government vendors/contractors and government employees believe they are getting the run-around from Government agencies. One recourse is to write or call members of Congress who initiate congressional inquiries to your base. The Air Force, MAJCOM, and you are required to cooperate fully in responding to these inquiries.

Congressional inquiries are handled by SAF/LLP Programs and Legislation. This office works all FAR announcements, legislation issues and inquiries from Congress. They will be the starting point for all congressional actions and coordinate with SAF/AQC for timely responses.

If you receive a congressional inquiry you are required to give it priority attention. Each response should be prompt, factual, and professional. Many of these inquiries are routine and take very little time. In the event you receive an involved inquiry, some interviews and an investigation may be necessary. If a final reply will not be furnished by the due date, an interim message may be required. For an extremely complex investigation, interim messages may be required periodically to serve as a progress or status report.

As you formulate your response, keep the reader in mind. Many individuals are not familiar with military terminology; therefore, avoid military terms, abbreviations, and acronyms. Ensure your reply is clear and complete. The following checklist should help you prepare congressionals:

- Notify your command section and let them know you received a congressional. Know your local procedures for handling congressionals, i.e., congressionals are normally coordinated through the wing or vice wing commander.
- Notify your MAJCOM/LGC. Know any MAJCOM procedures for handling congressionals.
- Ensure proper base/wing coordination. This can be a priority issue with the wing staff and may require coordination and signature of the wing or vice wing commander.
- Do not take inquiries personally. You are not being challenged by our senators/congressmen. Rather, they have the contractor's side of the story and now they want yours.
- Review the inquiry in detail. Get answers to all the questions and write a reply which is totally responsive to the congressional member's concerns. Omit emotional and superfluous statements.
- State all the facts. For example, contract award date, low bid, or number of offerors. Ask yourself, have I answered all questions or addressed all issues and does the response open the door to further questions? If so, answer them or eliminate them.
- Be timely. The SAF/LLP, SAF/AQC, MAJCOM/LGC and your organization all have tight time constraints on congressionals. They will appreciate your efforts.

- Review your congressionals. If you see congressionals that are exhibiting trends, there may be a problem that requires management attention.

RATIFICATIONS

Ratification is the act of approving an unauthorized purchase commitment. An unauthorized commitment is a purchase/contractual obligation made by government personnel who lacked the authority to obligate the Government. Ratifications generally occur due to one of the following conditions:

- Emergency acquisition is required and customers are not familiar with emergency contracting procedures.
- Equipment rentals extending beyond the contract period.
- Poor communication and coordination between the contracting organization and user resulting in the user believing contractual actions were complete.
- Unfamiliarity with the acquisition system.
- User unfamiliarity with contractual requirements such as Blanket Purchase Agreements (BPAs), requirements contract provisions, and warranty clauses.
- Poor customer education program.

Granted, you do not have control over ratifications, but you can increase your customer education efforts to tell people about your emergency contracting procedures, contents of contracts, warranty provisions, and acquisition procedures. Forums include: the base bulletin, Supply Equipment Custodian Training, base newspaper, etc. If you have a recurring problem with ratifications you should involve the commanders. An excellent vehicle to reach all commanders is to brief at the wing staff meeting. Response is normally quite positive; however, if abuses continue then extreme measures could require an offender to be held pecuniarily liable in gross cases (attention-getting and effective).

If your organization is notified of a possible ratification, determine what level of approval is necessary, follow FAR guidance to the letter, and ensure a comprehensive contracting officer statement is prepared. Remember, customer education and commander involvement are the keys to controlling the number of required ratifications.

YEAR-END CLOSE-OUT

As much as 20 percent of federal government spending can occur in the last two months of the fiscal year. It is not likely that your organization year-ends will be any different. As you approach the close-out of fiscal year, you must be aware that it is the busiest time of the year for the contracting organization. Make plans to look at what is coming in and lay out a schedule to accomplish all the workload "year-end Crunch" brings.

Your squadron should have an advance contracting plan to track recurring requirements, i.e., service contract options, rental orders, service orders, etc. Identify early those requirements which must be renewed, and remind all recurring customers to provide the contracting squadron the documents necessary with sufficient lead-time to effect contract coverage on 1 October. All service contracts with "subject to availability of funds" should be awarded and options exercised by 1 August. Consider

scheduling regular meetings with your base engineer to determine the projects your organization will receive at year-end. Also, as the projects are designed, review them thoroughly for contract compliance.

Your organization must provide the contractual coverage necessary for mission accomplishment. The increased workload associated with year-end contracting can be accomplished through sound planning organizing, and effective communications, teamwork, and cooperation by everyone involved. If you fail to plan for the year-end close-out, you plan to fail.

The following suggestions should help you prepare for a successful year-end:

- Meet weekly with budget and accounting and finance personnel (15 August- 30 September) to track all open AF Forms 9.
- Attend first Facilities Utilization Board (FUB) meeting of fiscal year (usually in November).
- Be aware of base priority listing for construction projects.
- If approval is received from higher headquarters, advise attendees at FUB meeting contracting will accept 100% designed priority projects in advance for review and preparation of solicitations.
- Work with the base engineer to identify priority projects which could be offered to small business administration (SBA) for 8(a) awards and early funding.
- Work with the base civil engineer to identify those priority projects such as long lead time, unusual performance times, indefinite quantity items, etc. which are expected to require extraordinary contracting actions.
- Track projects as you receive them in the services and construction flights for advance reviews and work.
- Work with your base customers to identify and prepare packages for supply buys. Advanced planning will be the key to success. Major purchases like systems furniture, computer equipment, and office supplies are funded in many cases with "fall out funding". These can be quickly purchased using GSA and other contracts that require completion of delivery orders.
- As work demands, rotate additional buyers to the services and construction flights.
- Recommend contracting and engineering personnel meet periodically to review the program.
- Meet with flight chiefs to review advance contract plan for recurring services, options and construction requirements. You should start meetings 6 months prior to year-end.
- Work smarter, not harder. Get out from behind your desk and find out what your people are doing. Help them solve their problems during this exhaustive period.

Year-end-close-out is a time of extreme pressure where contracting is in the limelight, and is either very successful or unsuccessful. When your organization emerges successfully, capitalize on the circumstances by recognizing your people. For example, submit the organization or specific individuals for base awards and/or invite the commander to your facility to personally thank the people for their efforts.

This chapter provided you a brief overview of protests, congressionals, ratifications, and fiscal year-end-close-out. In addition, we discussed a few hints on

how to manage these occurrences. These occurrences are called "special" because if you "mess them up" chances are you will be in "hot water." Therefore, use your resources wisely, i.e., your people, lawyers, MAJCOM/LGC staff, your boss, and your common sense.

CHAPTER 10

COMMANDER RESPONSIBILITIES

MILITARY PERSONNEL

The success of your contracting organization will depend on your ability to manage effectively your personnel and provide strong leadership. This chapter provides information to help you in your daily dealings with your military personnel. There are subjects dealing with rewarding your people, rehabilitating those who violate standards, and eliminating those few people who repeatedly violate Air Force policy or standards. Air Force emphasis is on "quality force." As a commander you provide quality assurance for the Air Force. A strong working relationship with the Staff Judge Advocate (SJA), Consolidated Base Personnel Office (CBPO), and Security Police (SPS) is essential. The sequence of the chapter is in order starting with a list of important topics and appropriate regulations. The chapter then summarizes important and useful topics. **This is for information purposes only.** If you are required to take action, make sure you contact the appropriate responsible organization.

INDEX OF COMMONLY USED REGULATIONS

PUBLICATIONS MANAGEMENT

AFR 5-1 AFI 37-160V1 Air Force Publications Management Program

ADMINISTRATIVE COMMUNICATIONS

AFR 10-1 AFI 37-126 Preparing Written Communications

RECORDS MANAGEMENT

AFR 12-35 Air Force Privacy Act Program (PA)

INTERNAL CONTROLS

AFR 15-1 AFI 65-201 Air Force Internal Controls

ORGANIZATION AND MISSION-GENERAL

AFR 20-14 Management of Government Property in the
Possession of the Air Force
AFR 20-68 AFI 90-302 Inspector General (IG) Activities

PERSONNEL

| | | |
|--------------|-------------|--|
| AFR 30-2 | | Social Actions Program |
| AFR 30-7 | AFI 51-603 | Family Support Center (FSC) Program |
| AFR 30-12 | | Nondiscrimination in Program and Activities Assisted or Conducted by the Department of Air Force |
| AFR 30-17 | AFI 36-2605 | Safeguarding Controlled Item (Test Material) Information |
| AFR 30-24 | AFI 51-906 | Representational and Organizational Activities of Military Personnel |
| AFR 30-25 | AFI 36-3002 | Casualty Services (PA) |
| AFR 30-27 | AFI 40-102 | Smoking in Air Force Facilities |
| AFR 30-30 | | Standards of Conduct |
| AFR 30-51 | AFI 36-3010 | Air Force Member's Martial Status and Activities |
| AFR 30-56 | AFI 36-3011 | Air Force Relocation Assistance Fund |
| AFM 30-130V3 | | Personnel Concept III End Users Manual |

MILITARY PERSONNEL

| | | |
|-------------|-------------|---|
| AFR 35-1 | AFI 36-2101 | Military Personnel Classification Policy (Officer and Airmen) |
| AFR 35-6 | AFI 36-3202 | Separation Documents |
| AFR 35-7 | AFI 36-3203 | Service Retirements (PA) |
| AFR 35-8 | AFI 36-2605 | Air Force Military Personnel Testing System (PA) |
| AFR 35-9 | AFI 36-3003 | Leave and Administrative Absence Policy |
| AFR 35-10 | AFI 36-2903 | Dress and Appearance of Air Force Personnel |
| AFR 35-11 | AFI 36-2905 | The Air Force Weight Program |
| AFR 35-15 | AFI 51-903 | Dissident and Protest Activities |
| AFR 35-16V1 | AFI 36-2606 | The USAF Reenlistment, Retention, and NCO Status Programs (PA) |
| AFR 35-18 | AFI 36-2906 | Personal Financial Responsibility (PA) |
| AFR 35-26 | AFO 36-3003 | Permissive Temporary Duty (PA) |
| AFR 35-32 | AFI 36-2103 | The Air Force Unfavorable Information File Program |
| AFR 35-35 | AFI 36-2103 | Individualized Newcomer Treatment and (INTRO) Program(PA) |
| AFR 35-38 | | DD Form 93, Record of Emergency Data |
| AFR 35-53 | | Accommodation of Religious Practices |
| AFR 35-59 | AFI 36-2908 | Dependent Care Responsibilities |
| AFR 35-67 | AFI 36-2910 | Line of Duty and Misconduct Determination |
| AFR 35-73 | | Desertion and Unauthorized Absence |

OFFICER PERSONNEL

| | | |
|-------------|-------------|--|
| AFR 36-1 | AFI 36-2105 | Officer Classification |
| AFR 36-2 | AFI 36-3206 | Administrative Discharge Procedures(For |
| Substandard | | Performance of Duty, Misconduct, Moral or |
| | | Professional Dereliction, or in the Interest of |
| National | | Security) |
| AFR 36-5 | AFI 36-2610 | Appointment of Officers in the Regular Air Force |
| and | | |
| AFR 36-10 | AFI 36-2402 | Conditional Reserve Status |
| AFR 36-12 | AFI 36-3207 | Officer Evaluation System (PA) |
| Officers | | Administrative Separation of Commissioned |
| AFR 36-23 | AFI 36-2613 | Officer Professional Development |

ENLISTED PERSONNEL

| | | |
|-----------|-------------|--|
| AFR 39-1 | AFI 36-2108 | Airman Classification |
| AFR 39-4 | AFI 36-2204 | Airman Retraining Program |
| AFR 39-10 | AFI 36-3208 | Administrative Separation of Airman (PA) |
| AFR 39-11 | AFI 36-2110 | Airman Assignments |
| AFR 39-16 | AFI 36-2113 | The First Sergeant |
| AFR 39-29 | AFI 36-2502 | Promotion of Airman |
| AFR 39-30 | AFI 36-2503 | Administrative Demotion of Airman |
| AFR 39-62 | AFI 36-2403 | The Enlisted Evaluation System (EES) |

TRAINING

| | | |
|-------------|------------|---|
| AFR 50-23 | AFI 16-103 | Enlisted Specialty Training |
| AFP 50-34V1 | | Promotion Fitness Examination (PFE) Study Guide |

HOUSING

| | | |
|----------|-------------|---------------------------|
| AFR 90-1 | AFI 32-6001 | Family Housing Management |
|----------|-------------|---------------------------|

JUDGE ADVOCATE GENERAL/MILITARY JUSTICE

| | | |
|------------|------------|--|
| AFR 110-19 | AFI 51-904 | Complaints of Wrongs Under Article 138, Uniform |
| | | Code of Military Justice |
| AFR 111-1 | AFI 51-201 | Military Justice Guide |
| AFR 111-9 | AFI 51-201 | Nonjudicial Punishment Under Article 15, Uniform |
| | | Code of Military Justice |
| AFR 111-11 | | Delivery of Air Force Personnel to United States |
| | | Authorities for Trial |

AFR 112-1 AFI 51-502 Manual for Court Martial
Claim and Tort Litigation

INSPECTION

AFR 123-2 AFI 90-201 The Inspection System
AFR 123-2 Air Force Fraud, Waste, and Abuse Prevention,
Detection, and Remedies
AFR 123-11 AFI 90-202 The Inspector General Compliant Program (PA)

SECURITY POLICE

AFR 125-11 AFI 31-213 Armed Forces Disciplinary Control Boards and
Off-Installation Military Enforcement Services (PA)
AFR 125-14 AFI 31-204 Motor Vehicle Traffic Supervision (PA)
AFR 125-17 AFI 31-209 The Air Force Crime Prevention Program
AFR 125-18 AFI 31-205 Operation and Administration of Air Force
Confinement and Correction Programs and
Facilities

SAFETY

AFR 127 Series AFI 32 Series Safety

MORTUARY AFFAIRS

AFR 143-1 AFI 34-501 Mortuary Affairs
AFR 143-6 AFI 34-501 Disposition Personal Property

MEDICAL SERVICES AND ADMINISTRATION

AFR 160-12 AFI 44-102 Professional Policies and Procedures
AFR 160-23 AFI 44-120 Drug Abuse Testing Program
AFR 160-36 Alcoholism Rehabilitation
AFR 160-38 AFI 44-301 Family Advocacy Program
AFR 168-6 AFI 41-115 Persons Authorized Health Care, Health Benefits,
Charges, and Billing Procedures

PUBLIC AFFAIRS

AFR 190-1 Public Affairs Policies and Procedures

PERSONAL AFFAIRS

AFR 211-1 AFI 36-3109 Air Force Aid Society (AFAS)

MORALE, WELFARE, AND RECREATION

AFR 215-1 AFI 34-101 Air Force Morale, Welfare, and Recreation
(MWRS)
Programs and Activities

CHAPLAIN

AFR 265-1 AFI 52-101 The Chaplain

AWARDS, CEREMONIES, AND HONORS

AFR 900 Series AFPAM 36 Awards, Ceremonies, and Honors
AFR 900-19 AFI 36-2837 Contracting, Manufacturing, and Quality Assurance
Awards Program (PA)
AFR 900-48 Individual and Unit Awards and Decorations

ABSENT WITHOUT LEAVE

REG: AFR 35-73; AFR 35-40

As commander, you must continually emphasize the Air Force position regarding unauthorized absenteeism and desertion. Development of programs to discourage these acts are essential. If one of your subordinates is absent without leave (AWOL), your responsibility is to learn the cause of the absence, and to find and return the absentee to military control. AFR 35-73, *Desertion and Unauthorized Absence*, paragraph 9b and table 1, provide details. Actions and questions that need to be addressed include:

1. Does the member have a bona-fide reason to be excused?
2. Make every effort to locate the absent member. If possible, you should contact the absentee's relatives, friends and associates.
3. When AWOL is established, notify Security Police.
4. Within 24 hours after the individual is discovered AWOL, prepare an AF Form 2098, Duty Status Change and forward it to CBPO.
5. Within 72 hours, prepare a commander's inquiry and forward it to CBPO and Security Police. Consult AFR 35-73 for the content of the inquiry.
6. Send a letter of notification to absentee's next of kin and payees of allotments informing them of his status.
7. Starting on the 10th day of AWOL notify CBPO and Security Policy of members status.
8. Inventory and secure member's personal items.
9. Contact SJA on future action options and problems.

Your responsibilities continue when the absentee is apprehended or returns voluntarily.

1. Notify CBPO and Security Police of the absentee's return.

2. Prepare an AF Form 2098 changing absentee's status. CBPO will then notify the appropriate agencies.
3. If your member is in the custody of civil authorities, you are responsible for returning him to military control.
4. Consult with the SJA on appropriate discipline.

ADMINISTRATIVE DEMOTION

REG: AFR 39-30; AFR 39-6; AFR 35-11

As commander, you may administratively demote enlisted members in the grades of airman through master sergeant who are under your command. Advising members of this authority can provide a valuable tool in correcting their performance, attitude, and conduct.

APR 39-30, *Administrative Demotion of Airmen* (PA), outlines grounds for administrative demotion, some of which permit no discretion by you. Among the non discretionary reasons for demotion are:

- failure to complete training after being promoted in anticipation of completing that training course;
- failure to maintain grade skill relationship (e.g., an E-3 promoted to E-4 without a 5-skill level who subsequently fails to attain the 5-skill level must be demoted to E-3);
- failure to fulfill the responsibilities of an NCO as prescribed in AFR 39-6, *The Enlisted Force Structure*;
- failure to maintain weight standards, AFR 35-11;
- failure to maintain proper physical conditioning as prescribed in AFR 35-11.

Airmen are notified of demotion action in writing. They may present any matters on their behalf to be considered before final demotion action is taken. Airmen who are demoted may appeal the demotion action to the next higher commander, the LG/CC, by submitting a written appeal within three workdays from notification of the demotion.

ADMINISTRATIVE DISCHARGE (AIRMEN)

REG: AFR 39-10

Your airmen are a substantial investment to the Air Force. Every effort should be made to provide rehabilitation when they fail to meet performance and disciplinary standards. When rehabilitation fails, AFR 39-10, *Administrative Separation of Airmen* contains the standards and procedures for implementing voluntary and involuntary airmen separations.

You, your flight chiefs, and supervisors should identify airmen who show a probability for early separation and help these airmen meet standards. Airmen who do not show a potential for further service should be discharged. DOCUMENTATION needs to be complete and accurate as it will be entered as evidence of the performance or behavior. Talk to the SJA. Once the decision has been made that administrative discharge should be pursued, you must look carefully at all the facts to be sure the recommended discharge is for the right reasons, some of which include:

- convenience of the government;
- defective enlistment;

- entry-level performance and conduct;
- unsatisfactory performance;
- homosexuality;
- misconduct.

The eligibility rules, specific criteria, processing actions, separation authority, type of separation, and discharge procedures for these various kinds of involuntary separations are outlined in Chapters 5 and 6 of AFR 39-10. CBPO/Separations Section is the office of primary responsibility for these actions.

ADMINISTRATIVE DISCHARGE (OFFICERS)

REG: AFR 36-2; AFR 36-12

Being an officer is a privilege that requires the highest conduct and integrity. Failure to meet these standards show unworthiness for officer status. AFR 36-2, *Administrative Discharge Procedures*, describes how to administratively separate active duty officers for substandard performance of duty, misconduct, moral or professional dereliction, or in the interest of national security. AFR 36-12, *Administrative Separation of Commissioned Officers*, outlines the procedures for the remaining types of involuntary discharges and for voluntary discharges.

AIR FORCE FORMS 209X

REG: AFM 30-130

All military personnel actions must be documented and impute into PC III by supervisors or orderly room personnel and reported to CBPO as soon as the change occurs. This is important to ensure current data is available in the PC III for use by managers at all Air Force levels. Information on personnel actions is forwarded to CBPO/DPME through the orderly room using several different forms. Assignment changes are submitted using an AF Form 2096. Classification and on-the-job training actions are processed on an AF Form 2096. Duty status changes such as absent without leave are recorded on an AF Form 2098. Specific explanations on processing these actions are in AFM 30-130.

ARREST BY CIVIL AUTHORITIES (U.S. ONLY)

REG: AFR 39-10; AFR 111-11

If a military member of your squadron is being held by civil authorities for a criminal offense you will take certain actions.

1. Inform the civil authorities that the person is a member of the Air Force.
2. Obtain the actual charges and circumstances of the case.
3. Attempt to return your member to military control.
4. Prepare AF Form 2098 changing status; send to CBPO.
5. If your member is bound over for trial, counsel your member that the SJA can not represent Air Force members in a civil criminal matter. Explain that the member should seek legal counsel either hired or court appointed. Inform your member that

pleading guilty to or conviction for a civilian offense could result in involuntary administrative separation.

6 Obtain final disposition of the case, the format is found in AFR 30-10.

7. Contact CBPO and the SJA to discuss appropriate administrative and or disciplinary action.

AWARDS AND DECORATIONS

REG: 900-48; 900 Series; AFR 900-19

As mentioned throughout this handbook, a powerful program that recognizes individual and group performance and is a strong motivation tool that promotes individual as well as squadron morale is a well organized and supported awards program. Frequently your personnel, groups, or flights perform exceptional acts that warrant formal recognition. The Air Force Awards and Decorations Program foster morale, incentive, and esprit de corps through timely public recognition and presentation of acts of your personnel's outstanding achievement, and meritorious service. An important part of this program is timely presentation of the awards. To meet this goal, you and your supervisors must ensure that awards are professionally done and submitted in a timely manner. Some keys to establishing a sound awards program:

1. Inform your people that you support a strong awards and decorations program.
2. Expect your supervisors to recognize their personnel and submit them for Air Force and contracting awards. If few are seen ask why.
3. Educate your supervisors as to what awards their people could be eligible to receive; encourage them to start documenting justification.
4. Develop calendars, use BCAS as a reminder, showing dates for submittal of awards available for your military, civilian personnel and your squadron. Know the dates to submit awards.
5. Closely track submissions to assure proper and timely processing.
6. Establish panels using senior management, you, your deputy, superintendent, flight chiefs and senior NCOs to determine who will be selected for quarterly, semi-annual, and annual awards.
7. Review recommendations before endorsing them to ensure they are as complete as possible. This refers not only to validity, but also to administrative criteria; the better the package, the better the chances for approval.
8. Select an individual to serve as your unit awards monitor. The awards monitor should become familiar with pertinent directives, solicit nominees for awards and decorations, and suspense the unit sections for packages on personnel nominated for awards.
9. Present awards as early as possible after approval. Make the presentation with formality and dignity to show respect for both the recipient and the award.
10. Give public recognition to the recipient by announcing the award through the base Public Affairs Office and local publications.

For projected personnel actions like retirements, separations, and assignments, CBPO generates a Recommendation for Decoration action and submits through PC III to the individual's supervisor with a suspense date for recommendation submission. If

an award is being recommended based on an unprotected action, you or your supervisor must ensure the recommendation is submitted within 60 days of the achievement. Prepare the recommendation on the Recommendation for Decoration Printout (RDP), obtained through PC III, with the descriptive justification and citation included as attachments. Remember, superior performance of duty by itself does not justify a military decoration. Talk to the Personnel Affairs Section in CBPO for local policies and procedures. For more information on military and civilian awards see "Recognition Program" section in Chapter 6.

BASE DRIVING PRIVILEGES

REG: AFR 125-14

Base driving is a privilege, if it is abused it will be revoked. You have a responsibility to develop a safe driving program that includes briefings about on-base driving, counseling traffic violators, enrolling violator's in remedial driving courses, and monitoring a violator's rehabilitation. Encourage all personnel to use seat belts and child restraints on base. Aggressively promote and brief the repercussions of a DUI on your personnel's careers not to mention their lives.

CASUALTY SERVICES PROGRAM

AFR 30-25; AFR 35-38; AFP 211-15; AFR 141-1; AFR 143-6

This is a program hopefully you will never have to use, however, it is one that you need have knowledge of. AFR 30-25, *Casualty Services* gives step-by-step procedures for notification and complete casualty assistance to dependents and survivors. It also gives reporting procedures. Take time to review the above regulations.

CHILD ABUSE OR NEGLECT/SPOUSE ABUSE

AFR 160-38; AFR 205-32

It is Air Force policy to prevent child abuse or neglect and spouse abuse. Early identification, treatment and rehabilitation should be your number one goal. The Air Force provides all needed assistance to alleviate underlying causes of child and spouse abuse. The key players in this program that you will work with are the Air Force Family Advocacy Program and the Director, Base Medical Services (DBMS). Be familiar with rehabilitative procedures and disciplinary policies relating to child and spouse abuse and provide counseling and referral assistance as required. Also look at your personnel and their assignments. This may be a contributor to the situation. Schedule an appointment with the Family Advocacy Director and have him provide base policy and procedures on this program.

COMPLAINT SYSTEM

REG: AFR 123-11; AFR 110-19

Fear should not grip you if you get a call from the Wing IG. All members of the Air Force have the right to present complaints or grievances to higher authority without fear of retaliation. Some key points to remember about complaints:

- Many problems are caused by a lack of communication.

- Many are submitted because of frustration.
- Complaints can be excellent sources of information concerning misunderstandings, irritants, misinterpretation.
- Few complaints do not necessarily mean that your organization is in great shape. It could mean no one is talking to you.

Be familiar with AFR 123-11, *The Inspector General Complaint Program (PA)*, ensure your people understand the proper channels for airing complaints.

CONTROL ROSTER

REG: AFR 35-32

The Control Rosters is a tool available to you to monitor personnel whose duty performance, conduct, bearing, or behavior requires special attention, observation, evaluation, and rehabilitation. The control roster is a listing, maintained by CBPO/Promotions and Special Actions and is designed to give the individual the opportunity to improve his conduct. Individuals are placed on the Control Roster using the AF Form 1058, Unfavorable Information File Action for a period of six months. If a member cannot be rehabilitated within six months other administrative or judicial action should be taken as warranted. AFR 35-32 further explains control rosters.

COUNSELING

REG: AFR 35-16, VOL. 1

Counseling is your first tool when working personnel actions. Purposes may include reenlistment, promotion, educational opportunities, personal aspirations and any individual or family help. Counseling is also your initial tool of corrective action.

There are a variety of approaches you can use based on the circumstances you are facing. Analyze the situation, determine the objectives desired and gather any necessary information or documentation before the session begins. During this period determine any time constraints that may impact the session's outcome. This may also impact the approach used. Determine the most productive approach that will ensure results. Different approaches include:

- Directive, is counselor centered with the counselor assuming the responsibility for success. This is the most direct approach to reaching a solution but care has to be given to avoid making the counselee's final decision.
- Nondirective, is counselee centered, with the counselor assuming the role of listener and guiding the counselee through his situation. This can be a time consuming approach. Helping the counselee select the right course of action is a matter of letting them suggest their own solutions.

- The eclectic approach combines techniques from the above two approaches. Members act as coworker in a learning situation until the counselee makes a final decision. Each approach has definite benefits to specific situations. The key is that counseling is based on each situation.

COUNSELING, ORAL AND WRITTEN

REG: AFR 35-32, Atch 4

Oral and written counseling are important tools for correcting behavior. Airman should be counseled as soon as possible after displaying substandard performance. The session should be documented by use of the AF Form 174, Record of Individual Counseling and maintained in the squadron. Specific counseling guidance and procedures are explained in AFR 35-32, Atch 4.

COURT-MARTIAL CHARGES

Reference: Manual for Court-Martial

Trial by court-martial is appropriate if a member of your command refuses an Article 15 and demands a court-martial or if lesser types of disciplinary and administrative action are inadequate. Take the result of your investigation to the chief of military justice who will review the evidence and advise you whether additional evidence may be necessary. Due to the precise legal language required the Staff Judge Advocate will prepare the charges and specifications that include the DD Form 458 Court Martial Charge Sheet and the AF Form 65, Letter of Transmittal of court-martial charges, except for Block 9 which you as commander will draft. You will normally sign the charges as "accuser". This will require you to read the Security Police or OSI Report of Investigation so that sworn oath may be administered. You will inform the accused of the charges by reading the charges and specifications to the accused. You sign the certificate indicating the accused has been informed and surrender the charge sheets to the SJA. This ends your part of the case, unless you are required to testify.

The SJA then discusses the case with convening authority, who will either refer the case for further investigation in accordance with Article 32, UCMJ, or refer it immediately for trial by special court-martial. If the accused is convicted and sentenced, you and your first sergeant will be asked to make a clemency evaluation of the accused and will be specifically instructed on further procedures.

DEPENDENT CARE

REG: AFR 35-39

Dependent care is the responsibility of all your military personnel. Air Force policy is that all personnel will perform a full range of military duties and assignments. This means your military members must make and maintain dependent care arrangements. Failure to do so can result in punitive action under the UCMJ and/or involuntary separation.

As commander you and your first sergeant will counsel your personnel so they understand their responsibilities as stated in AFR 35-59, *Dependent Care Responsibilities*. In addition, you are responsible for establishing procedures to identify single-member sponsors, military couples with dependents and members with civilian spouses who have unique dependent situations. Personnel will certify the workability and practicality of their dependent care arrangements using the AF Form 357 Dependent Care Certification. Each October you will be responsible for conducting an audit of all AF Form 357s on file in the organization orderly room. CBPO provides a quarterly automated listing of assigned single member sponsors and military couples with dependents.

DRUG ABUSE/TESTING

REG: AFR 30-2; AFR 160-23; AFR 160-36; AFR 215-7

As commander, you will play an important role in achieving Air Force goals of preventing all drug abuse, which includes alcohol, and to keep the adverse consequences to the Air Force and the individual to a minimum if abuse occurs. Drug use is illegal and is not tolerated in the Air Force. You can ensure the success of the program by observing, evaluating, and testing your personnel's performance and conduct. Meet frequently with organizations on base that help run this program. Also you need to be fully aware of requirements found in AFR 30-2.

Testing is an effective form of deterrence and is the core requirement for the drug abuse testing program. You are given flexibility to select the most appropriate testing procedure for your organization. Generally inspection testing will be the normal method used, supplemented by probable-cause and commander-directed tests. Additional guidance on these tests are found in AFR 30-2, *Social Actions Program*, and AFR 160-23, *Drug Abuse Testing Program*.

ENLISTED EVALUATION SYSTEM

REG: AFR 36-10; AFR 39-62; AFR 31-11

The Enlisted Performance Report (EPR) is used to provide the Air Force with reliable information on the performance and potential of airman for use in making personnel management decisions such as promotions, assignments, selective retention, and retraining. A commander has a moral, professional and official responsibility to maintain the integrity and reliability of the evaluation program. Ensure that all evaluation reports are accurate, of the highest quality, and objectively portray the performance of the individual.

Annually review personnel and identify which individuals are responsible for preparing EPRs. Ensure changes of reporting officials are submitted using the AF Form 2095. Timely and accurate EPRS are a must. Establish a good quality control system. Your superintendent would be an excellent individual for this task. Late reports not only highlight sloppy administration they also send messages up and down the organizational change that their supervisors can't spare the time to write an accurate, timely and error free report. Consider that your boss may see poor quality EPRs when he is requested to be an endorsing official. Take this action seriously, do not wait until the last minute.

Make sure your supervisors are trained on applicable Air Force policy to insure that EPRs are accurate and objective as possible. Your raters need to know the purpose of the evaluation program and its impact on your military's careers. See AFR 39-62 for guidance on the preparation of EPRs.

FAMILY ADVOCACY PROGRAM

REG: AFR 160-38

The Family Advocacy Program is responsible for the functions of the Exceptional Family Member Program. This program provides assistance to eligible military

personnel and their spouses whose children have special problems caused by mental, physical, or emotional disabilities. Assistance may be in the form of counseling, referral, special assignment considerations, special medical or educational assistance, or financial assistance. Your personnel need to be aware of this program. Your point of contact for further information is the Exceptional Family Member Program Officer, who is normally assigned under the Director, Base Medical Services.

FINANCIAL RESPONSIBILITY

REG: AFR 35-18

Air Force members are expected to pay their debts on time. This includes payment of personal debts such as checks and providing adequate financial support for dependents.

You are responsible for counseling members regarding financial responsibility. This can include referral to professional assistance, budget restructuring, and personal financial management. An important point is that the Air Force can not order a member to pay a private debt; thus enforcement of private obligations is for civil authorities. Nor do you act as a debt collector or divulge information on action taken. However, to maintain order and discipline, administrative or punitive action may be necessary, especially with repeated or intentional violations. Possible actions include:

- entry in a Unfavorable Information File
- administrative reprimand
- control roster
- administrative discharge

You should not hesitate to seek advice from the staff judge advocate in determining what is a "just financial obligation" and what state and federal laws apply.

The passing of bad checks, on or off base, is a serious matter that could result in administrative or punitive action under the UCMJ. When you receive an allegation that one of your people has passed a bad check, determine the facts and circumstances. If the allegation appears to be an isolated incident for a small amount of money, you should conduct or direct a preliminary investigation. In more serious cases contact the SJA for advise.

Take care of your younger airmen, many have limited experience in managing their finances. Develop a program that provides training and assistance on properly maintaining their finances.

HUMANITARIAN REASSIGNMENT/DEFERMENT

REG: AFR 39-11, CHAP 5; AFR 160-38

There will be instances where your Air Force members will experience substantial and continuing personal or family problems that can be relieved by reassigning them to the geographical location of their choice or allowing them to stay at their current assignment instead of being transferred. They may apply to AFMPC through CBPO for desired action. There are certain conditions before a member is eligible for humanitarian action.

- There must be a vacancy at the new duty location if PCS is involved.

- The member's presence must be essential and the problem must be more severe than those normally encountered.

- The problem must be resolved within 12 months.

Common examples include: recent death of dependent family member, serious mental or physical illness, terminal illness of a family member with death being imminent(2 years), serious financial problems not caused by the member, and operation of an effective child advocacy program under AFR 160-38. Terminal illness of one of your members requires the utmost support. There is great emotional stress that can impact your member's work capability. Do all you can to provide assistance and provide support; it will be beneficial in the long run.

INVESTIGATION OF MINOR OFFENSES

REG: MANUAL FOR COURT MARTIAL, U.S. 1984, AFR 111-9

As a commander you will be responsible under the UCMJ for making thorough and impartial investigations of minor offenses committed by your personnel. Your inquiry should be informal yet sufficient to determine all facts relating to the offense. Obtain written statements and interviews from witnesses; do not rely on hearsay. Attempt to interview the suspect. Make sure you advise him of his rights and especially his right to counsel present during the interview. Remember jurisdiction falls within the jurisdiction of security police and OSI. Contact them as needed. Also consult with the chief of military justice for advise on conducting the investigation and appropriate actions when the investigation is complete.

LEAVE, PASSES, AND COMPENSATORY TIME

REG: AFR 35-9

Your organization should have an established leave program that provides members the opportunity to take leave annually as it accrues. Constraints center around operational requirements, such as end-of-year close out. Give your personnel plenty of notice of these constraints. Types of leave and time off include:

- Advance leave. Advance leave is chargeable leave that exceeds current leave balance but does not exceed a person's leave that will be earned during his remaining period on active duty. This is normally for emergency situations that will not exceed 30 days.

- Excess leave. Leave granted over the amount that may accrue before discharge or separation.

- Convalescent leave. Non-chargeable leave for medical care and treatment.

- Emergency leave. Leave for personal family emergencies. This usually does not exceed 30 days. Approval is based on verification by the American Red Cross that an emergency exists.

- Terminal leave. Ordinary leave granted in conjunction with separation or retirement.

- Passes. Time off not chargeable nor in conjunction with leave. Passes are given for special recognition or religious events and should not exceed 96 hours.

- Compensatory time off. Time given to compensate for duty on normally scheduled days off. "Comp time" may also recognize extra hours worked during normal duty days over an extended period.

LINE OF DUTY AND MISCONDUCT DETERMINATION

REG: AFR 35-67

Federal laws require determining whether certain injuries or diseases are suffered by military members while in a line of duty (LOD) status and whether such injuries or diseases are result of a member's own misconduct. The medical group is responsible for identifying LOD cases, however, if they miss a case you are responsible for bringing it to their attention. The findings are then used to determine eligibility for a variety of payments and actions and to determine lost time and pay forfeitures in appropriate situations.

NONJUDICIAL PUNISHMENT UNDER ARTICLE 15, UCMJ

REG: AFR 111-9, MANUAL OF COURT MARTIAL, U.S. 1984

Nonjudicial punishment, under Article 15 provides you with a powerful tool for maintaining discipline and efficiency. This tool is for minor offenses more severe than an administrative reprimand but less so than a Court-Martial. Article 15s are in a progressive line of administrative and rehabilitation tools starting with counseling, reprimands, etc. The use of the Article 15 at this point is part of the rehabilitative process and intended to foster a positive change in the member's behavior without branding him with a Court-Martial conviction.

As a commander you have the authority to impose Nonjudicial punishment to personnel under your command. It is a swift means of discipline since you can make the decision to use an Article 15 based on what is considered reliable information without being bound by military rules of evidence or the standards of proof required in a Court-Martial. An important point to remember is the offender is entitled to demand trial by Court-Martial which requires proof beyond a reasonable doubt for conviction and punishment. You must consider if this proof is available before initiating action under Article 15. To assist you the SJA will help evaluate the facts, determine the facts, determine if an offense was committed, provide advise, and prepare the AF Forms 3070/3071 if Article 15 action is determined appropriate. The requirements for initiating Nonjudicial punishment are set forth in Part V of the Manual for court-martials and in AFR 111-9, *Nonjudicial Punishment Under Article 15, Uniform Code of Military Justice*. Make sure you review and understand these procedures before attempting to exercise Article 15 authority.

If you decide the member is guilty, you must consult with the SJA before imposing punishment. However imposition of punishment is ultimately your responsibility. If you have further questions don't hesitate to talk with other commanders in the logistics group who have had this kind of experience. You must do your best to ensure the punishment fits the offense and the offender.

Your job does not end upon completion of the punishment endorsement. You have flexibility to make use of powers to remit, suspend, and mitigate punishment if it has produced positive rehabilitation. These actions can have a positive affect on your member and will provide a lasting impact.

PECUNIARY LIABILITY (REPORTS OF SURVEY)

REG: AFR 177-111; AFR 20-14; AFR 112-1; AFR 40-750

All Air Force employees can be held pecuniary liable for the loss, damage, or destruction of government property resulting from their negligence, willful misconduct, or deliberate unauthorized use.

The report of survey is used to document the circumstances to the loss or damage to the property, serve as an accounting document, and to either assess or relieve pecuniary liability. You or an accountable officer responsible for the damaged or missing property initiates the report of survey process which is outlined in AFR 177-111, *Reports of Survey for Air Force Property*.

PERMISSIVE TEMPORARY DUTY

REG: AFR 35-26

Permissive TDY is an authorized absence, not chargeable to leave, to participate in official or semiofficial programs that do not qualify for a funded TDY. Permissive TDY may be granted if no expense to the Air Force is involved and if the event will benefit the individual's value. Review each request to ensure that the best interest of the Air Force is being served. You have authority to approve permissive TDYs for up to 10 types of events ranging from house hunting to sporting events. Review AFR 35-26 *Permissive Temporary Duty(PA)* for situations that are authorized.

PREGNANCY

REG: AFR 160-12; AFR 39-10, AFR 35-9; AFR 35-59; AFR 35-10; AFR 35-11; AFR 39-4; AFR 39-11; AFR 39-4; AFR 67-57; AFR 168-6

You, your superintendent, and your orderly room need to be familiar with portions of several regulations covering pregnancy. The above regulations cover medical requirements (AFR 160-12), convalescent leave (AFR 35-9), fitness and weight standards (AFR 35-11), dress and appearance (AFR 35-10), clothing allowances (AFR 67-57). Being familiar with these requirements, you can assist a member of your squadron during her pregnancy..

REPRIMANDS AND ADMONITIONS

REG: AFR 35-32

Administrative reprimands and admonitions are management tools for improving and correcting unacceptable behavior when counseling is insufficient or punitive measures are too severe. The reprimand may be either oral or written and can address on or off-duty behavior. If you decide a written reprimand is required insure it is well written. Follow the guidance in AFR 35-32, since the letter may be needed to support administrative discharge action and might have stand on its own. Consult AFR 35-32 for procedures on placing reprimands in a UIF.

RIGHTS OF THE ACCUSED (ARTICLE 31, UCMJ)

REG: MANUAL FOR COURT MARTIAL, us 1984

Article 31 of the UCMJ protects members from incriminating themselves or answering question that would tend to incriminate him or her. Members must be informed of the accusations and the right to remain silent, and that any statement

made may be used as evidence. Failure to abide by this article will result in the evidence being excluded from the Court-Martial.

Careful questioning is the key to any successful investigation. Care should be given to properly advise the suspect of their rights. This will ensure the evidence is admissible in court. Obtain a current rights of advisement card from OSI (AF Form 189, Advisement of Rights). This card contains the rights of advice for both civilian and military members. Contact the SJA or OSI if you have questions on rights of the accused.

UNFAVORABLE INFORMATION FILE (UIF)

REG: AFR 35-32; AFR 30-2; AFR 12-50

If you believe an individual's performance or behavior is indicative of a sustained unfavorable trend, establishment of an UIF may be warranted. The UIF is the repository for verified unfavorable information and shall contain required UIF entries as identified in AFR 35-32.

Mission Support Squadron/Promotions and Special Actions maintains the UIF. You are required to review UIFs on all assigned personnel within 30 days of assuming command and annually between 1 January and 31 March.

WEIGHT CONTROL PROGRAM/FITNESS PROGRAM

REG: AFR 35-11

Your physical fitness and weight management programs are designed to maintain the efficiency, health, and well-being of your personnel. It also promotes personnel readiness and assists in the presentation of a proper military image.

You are responsible for the administration of your squadron's weight management program (WMP) and for ensuring your personnel are in compliance with body fat standards. Your specific responsibilities are:

- Insure personnel are weighed within 3 days of random selection. Measure body fat percentage of individuals exceeding prescribed table weight or presenting a poor military image.
- Ensure a competent person is appointed weight program manager.
- Run an effective fitness and recreation program.
- Take appropriate administrative actions when personnel fail to meet or maintain standards.
- Notify Mission Support Squadron/DPMQA, supervisor and individual in writing concerning changes in status in the WMP.
- Monitor individual progress.
- Review WMP case file before a member PCSs and forward to the gaining commander within 5 duty days.

The Weight Management Program consists of three phases. Phase I is initial entry and body fat loss period, phase II observation period, and phase III is a 12 month probation period after removal from the program. You must counsel your personnel upon entry into the WMP program and its impact on PCS, reenlistment, retraining, promotion, PME attendance and some TDYs. They are also subject to disciplinary action for failure to make progress.

Administrative options to you for unsatisfactory performance in the WMP are covered and listed in AFR 35-11. Unsatisfactory progress requires administrative action.

LOCAL ASSISTANCE ORGANIZATIONS

Taking care of your people should be your number one concern for you and your superintendent. With this in mind, there are local organizations that can provide you with assistance during emergencies. Get to know the key people in each organization. They can provide you with needed support when it arises.

AID SOCIETIES

Your local chapters of the Red Cross and Air Force Aid Society provide valuable support during personal emergencies. Besides the traditional programs that the Red Cross offers, blood, safety, nursing and disaster relief programs, the Red Cross is the communication interface between your military members and their families in an emergency when direct communication is not possible. They provide information on emergency leave and provide financial assistance to help defray travel expenses if the member has to make a sudden trip home. The Red Cross also provides aid to support basic life necessities when unforeseen circumstances strike your military personnel.

The Air Force Aid Society works closely with the Red Cross to provide emergency needs of Air Force personnel. The Aid Society supplements other Air Force emergency assistance and the Red Cross. The Aid Society provides emergency support through non interest bearing loans and outright grants. Don't hesitate to contact these organization if one of your members is in need of assistance.

AREA DEFENSE COUNSEL (ADC)

The Area Defense Counsel is a judge advocate who is responsible to act as the defense counsel for military personnel. The ADC is separate from the base legal office and is in a separate location from the Base legal staff. The ADC is assigned to the US Air Force judiciary and is directly responsible to a circuit defense counsel and other officials at HQ USAF.

The ADC's primary duty is to act as defense counsel in court-martials and investigations. They are an excellent source of advise for personnel who are being recommended administrative discharge under AFR 39-10. The ADC will be involved when a suspect request a lawyer during a criminal interrogation.

CHAPLAIN

Not only is your Chaplain an important contracting customer, they will help you by providing spiritual, moral, and counseling service to members of your organization. Base chaplains provide base ministries, excellent morale and welfare events, and conduct low threat privileged counseling to base personnel. This is an excellent source of help if members of your organization have personal or family problems.

EDUCATION OFFICE

The Education office has increased in importance with the APDP requirements for colleges credits to achieve certification. This office provides information to Air Force personnel about base education services and opportunities. The Education officer provides a variety of education opportunities that will benefit base personnel. Each base has cooperating universities, colleges, and technical schools available that provide programs from the vocational through graduate levels. Tuition assistance is available through two programs, Air Force tuition assistance and In service VA education benefits. Education by examination, such as the College Level Examination Program (CLEP) is an excellent mean of quickly obtaining the college credits and is normally free to Air Force members. Your enlisted members need to be enrolled in the Community College of the Air Force (CCAF). The CCAF provides educational programs that relate directly to Air Force Specialties. By combining technical training with off-duty education enlisted personnel can earn an associate degree and enhance their specialty and leadership skills. The CCAF General Catalog provides details on CCAF program requirements and registration requirements.

FAMILY SERVICES

Provides assistance to ease the transition for personnel moving or PCSing to new locations. They maintain some stocks of dishes, pots and pans, cots, and other needed home maintenance items that can be loaned to those that are moving to base quarters or are awaiting household goods to arrive. They also maintain information on loan facilities of every major Air Force installation in the world. This is a valuable program that your personnel need to know about.

FAMILY SUPPORT CENTERS

REG: AFR 30-7

Family Support Centers (FSC) are the focal points for all assistance and transition programs and activities that impact your members and their families. Family support programs include: counseling and referral assistance for martial or child behavior problems, newcomer orientation programs, family financial management, spouse employment training, and Air Force transition assistance. These are excellent programs that can benefit your personnel.

HOUSING REFERRAL OFFICE

REG: AFR 90-1

The housing referral office provides military members with personalized service to assist them in locating suitable nondiscriminatory community housing for rent or for sale; provides information on the community; and provides counseling on VA and FHA loans. It also handles any complaints or problems about off-base housing.

AFR 90-1 covers the Air Force policies on base housing. Specific topics of interest include: availability, waiting lists, size requirements, key and essential personnel. Having this general information will help tremendously for personnel who are scheduled to PCS to your base and will be asking these types of questions.. Contact the Base Housing officer for further information.

THIS PAGE LEFT INTENTIONALLY BLANK

CHAPTER 11

MANAGING CIVILIAN PERSONNEL

INTRODUCTION

Civilian personnel comprise approximately 50 percent of the standard contracting squadron workforce. Some squadrons are as high as 70-90 percent of the total workforce. The majority of your flight chiefs will likely be civilians. Your civilian personnel will provide the extended continuity for the organization and provide most of the experience and expertise. Regardless of the numbers and positions of civilian personnel, they represent one of your most valuable assets to successful mission accomplishment. Your ultimate goal is to take the two groups, military and civilian, and mold them into a highly capable support team. There are differences that you should be aware of. Chapter 9 identified specific military regulations and programs that you need to be knowledgeable about. Civilians have their own unique laws, regulations, and agreements governing their management. If you have any questions talk with your deputy, chances are he has experience in this area and can provide valuable insights. Your primary source of information is the Central Civilian Personnel Office (CCPO). See chapter 4 for more information on this organization.

This chapter provides a broad overview on areas that you will encounter as commander. Your understanding of the special procedures for effective civilian management such as filling positions, counseling, promotions, Quality Step Awards, appraisals, and discipline are explained in the civilian regulations, AFR 40 series, and specific procedural requirements are in the base union agreement. This chapter is structured similar to chapter 9. The first section deals with the index of important AFR 40 series regulations. Next we will summarize important civilian management procedures. Finally, there is a glossary of important civilian terms that will be beneficial to you when dealing with civilian issues.

INDEX OF CIVILIAN PERSONNEL REGULATIONS

| | | |
|----------|------------|---|
| AFR 40-5 | AFI 36-108 | Evaluation of Personnel Management and Administration |
|----------|------------|---|

AFR 40-100 Series BASIC AUTHORITY, RESPONSIBILITY, AND PRINCIPLES FOR CIVILIAN PERSONNEL ADMINISTRATION

| | | |
|------------|------------|---|
| AFR 40-102 | AFI 36-102 | Basic Authority and Responsibility for Civilian Personnel Administration and Management |
| AFR 40-103 | AFI 36-103 | Organization Responsibility for Civilian Personnel Administration and Management |
| AFR 40-104 | AFI 36-104 | The Central Civilian Personnel Office (CCPO) |

| | | |
|---------------|------------|---|
| AFR 40-105 | AFI 36-105 | Civilian Personnel Servicing Arrangements |
| AFR 40-110 | AFI 36-601 | Civilian Career Program Management |
| AFR 40-110V10 | | Contracting and Manufacturing Civilian Career Program (CMCCP) |
| AFR 40-171 | AFI 36-106 | Civilian Personnel Publications |

AFR 40-200 SERIES GENERAL PERSONNEL PROVISIONS

| | | |
|------------|------------|--------------------------------|
| AFR 40-230 | AFI 36-503 | Skills Coding |
| AFR 40-293 | AFI 36-106 | Supervisor's Record (PA) |
| AFR 40-296 | AFI 36-107 | Personnel and Position Actions |

AFR 40-300 SERIES EMPLOYMENT

| | | |
|------------|------------|---|
| AFR 40-300 | AFI 36-201 | Filling Positions (PA) |
| AFR 40-303 | AFI 36-202 | Civilian Mobility |
| AFR 40-312 | | Operating a Position Management Program |
| AFR 40-314 | AFI 36-203 | Military Spouse Preference |
| AFR 40-317 | AFI 36-205 | Employing Retired Members of the Armed Forces |
| AFR 40-335 | AFI 36-301 | The Merit Promotion Program |

AFR 40-400 SERIES EMPLOYEE PERFORMANCE AND UTILIZATION, TRAINING, AND AWARDS

| | | |
|------------|-------------|----------------------------------|
| AFR 40-410 | AFI 36-401 | Training and Development |
| AFR 40-418 | AFI 36-402 | Manager Training and Development |
| AFR 40-452 | AFI 36-1001 | Performance Management Program |

AFR 40-500 SERIES POSITION CLASSIFICATION, PAY, AND ALLOWANCES

| | | |
|------------|------------|--------------------------------------|
| AFR 40-511 | AFI 36-504 | Position Classification |
| AFR 40-512 | AFI 36-505 | Classification Appeals |
| AFR 40-526 | AFI 36-806 | Dual Pay and Dual Employment |
| AFR 40-530 | AFI 36-802 | Setting Pay Rates |
| AFR 40-532 | AFI 36-803 | Prevailing Pay for Wage Employees |
| AFR 40-552 | AFI 36-805 | Overtime Work and Holiday Observance |

AFR 40-600 SERIES ATTENDANCE AND LEAVE

| | | |
|------------|------------|-------------------------------------|
| AFR 40-610 | AFI 36-807 | Weekly and Daily Scheduling of Work |
| AFR 40-630 | AFI 36-808 | Absence and Leave |

AFR 40-700 SERIES MANAGEMENT RELATIONS AND EMPLOYEE SERVICES

| | | |
|------------|-------------|---|
| AFR 40-711 | AFI 36-1202 | Labor Management Relations |
| AFR 40-713 | AFI 36-205 | Equal Employment Opportunity (EEO) and Affirmative DPCS |
| AFR 40-717 | AFI 36-809 | Survivor Assistance |
| AFR 40-732 | AFI 36-702 | Security Program |
| AFR 40-735 | AFI 36-703 | Civilian Conduct and Responsibility |
| AFR 40-771 | AFI 36-1203 | Appeal and Grievance Procedures (PA) |
| AFR 40-792 | AFI 36-810 | Drug and Alcohol Abuse Prevention and Control Program |

AFR 40-800 SERIES INSURANCE AND ANNUITIES

| | | |
|------------|------------|---------------------|
| AFR 40-810 | AFI 36-811 | Injury Compensation |
| AFR 40-831 | AFI 36-812 | Retirement |

AFR 40-900 SERIES SPECIAL PROGRAMS

| | | |
|-------------|-------------|---|
| AFR 40-910 | AFI 36-507 | Mobilization of the Civilian Work Force |
| AFR 40-1613 | AFI 36-1201 | Discrimination Complaints |

ANNUAL PERFORMANCE APPRAISALS

REG: AFR 40-452

Management is responsible for conducting initial, off-cycle, change of supervisor and annual performance appraisals as required by AFR 40-452. The annual appraisal period for GS employees starts 1 July and ends 30 June. The basis for appraisals is the employee's performance plan. Air Force Form 860 documents the required performance elements and standards from each position description. The performance elements are the significant duties and responsibilities on which employee performance is appraised. Each performance plan must contain at least four performance elements of which three must be critical elements. At least one non critical element must be included. As a general guideline, five to nine performance elements should be a sufficient total number of elements for evaluating performance of most employees. The critical elements must total more than one-half of the total of critical and non critical elements.

A performance standard is a further refinement of the performance element. It describes how the element is to be done and at what level it should be done and at what level it should be done to be considered fully successful performance. The performance standard for each performance element must be defined in measurable terms.

You or a member of your senior management staff will establish a quality review procedure to ensure chain-of-command review of performance plans at the beginning

of the appraisal period and subsequent performance appraisal and rating. Your review will look at compliance with AFR 40-452, review of administrative requirements that covers the validity of the performance elements and standards.

APPEALS AND GRIEVANCES

REG: AFR 40-771; AFR 40-750; AFR 40-452; Union Agreement

Management decisions that you make that affect civilian employees personally are subject to reconsideration through established appeal and grievance procedures. Specific procedures are used to research the facts and come to a conclusion at to the appropriate corrective action.

An appeal is a written request by an employee for reconsideration of a decision to take adverse action against the employee.

A grievance is a request by an employee or group of employees acting as individuals for personal relief in any employment-related matter of concern or dissatisfaction subject to the control of Air Force management. Grievances do not include any matters subject to review outside the Air Force or for which other authorized complaint or appeal systems are prescribed.

There are specific responsibilities and restraints that you need to be aware of. At least once a year civilians must be briefed on their appeal and grievance rights. An important point, you can not interfere or threaten an employee making or considering an appeal or filing a grievance. The union agreement covers time limits, coordination and procedural requirements.

CIVILIAN DISCIPLINARY ACTIONS

AFR 40-750, Union Agreement

It is your responsibility to maintain a constructive, disciplined work environment in which all personnel recognize and carry out their assigned duties and fulfill responsibilities. To achieve this you must follow regulations and administer fair, timely, impartial, consistent and just adverse actions and disciplinary programs. Care should be given not to give appearance of discrimination or bias when taking disciplinary action. Take all disciplinary action in private. Insure all disciplinary action is fully and precisely documented and provides a preponderance of evidence that can justify the action before an arbitrator or board. Be careful to distinguish between a problem of misconduct and one that involves unacceptable performance. Both are governed by different sets of rules.

Disciplinary actions taken against civilian employees include:

- Oral Admonishment. The least formal and is an interview between you or your supervisors and your employee. Upon completion of the interview document the employee's AF Form 971. This is disciplinary action that is not an adverse action.
- Reprimand. Given for serious misconduct or repeated infractions with the intent of motivating improved conduct. This is a severe form of disciplinary action. Reprimands are given in the form of a letter to the employee and is part of the employee's official record for two years. This is not an adverse action.

- Suspension. Employee's are placed in an involuntary, nonpay, nonduty status. It has severe financial impact on the employee. The period of suspension cannot exceed 30 calendar days unless specified by law, the Office of Personnel Management, or Headquarters USAF. This is an adverse action.
- Removal.

CONTRACTING CIVILIAN CAREER MANAGEMENT

The Defense Acquisition Workforce Improvement Act (Nov. 1990) initiated the Air Force's Acquisition Professional Development Program (APDP). APDP is part of civilian personnel's automated system. APDP requires specific education, experience, and training Contracting Manufacturing Civilian Career Program criteria be accomplished on members of the acquisition workforce. Contracting personnel are required to be certified at one of three experience levels within APDP in order to hold certain position. Personnel in the organization can be APDP qualified in the areas of contracting, purchasing or administration. Civilian personnel who do not have required APDP certification levels will not be eligible to compete for upward promotion. All civilian personnel should have required courses that they have not taken identified to your superintendent so they can be scheduled.

LEAVE AND TIME OFF

REG: AFR 40-630; AFR 40-552; Local Union Contract

You have the responsibility of insuring that your employee's duty status is clear and documented at all times. Understanding the types of leave, how it is calculated and your authority for approving specific types of leave will lessen a rather complex system.

All civilian employees are excused without charge to leave on all federal holidays (except essential operations) established by law. Other holidays, state, local foreign countries are regular workdays unless they are also federal holidays or closed by administrative order. See AFR 40-552, *Overtime Work and Holiday Observance*, for specific instructions.

Excused leaves may be granted by you for various situations. The following examples are covered in AFR 40-631. Some of the more common include: time required for initial examination treatment for an on-the-job injury. Employees may be excused to vote. You can provide time required to donate blood. Employees may be granted one hour excused leave for unavoidable reasons, examples include weather, flat tire, etc. Employees may be excused for short periods to attend ceremonies that are in the interest of the Air Force. Other types of excuse leaves can be authorized for military service and court leave.

The specific types of leave that your civilian may be granted are annual leave, sick leave, or leave without pay. The amount of annual leave earned depends on the employee's years of service and number of hours in the regularly scheduled, basic work week. All full time employees earn four hours of sick leave per pay period; absences exceeding three days require a medical certificate or employee statement if

not seen by a physician. Absences are charged to Leave Without Pay only when the employee specifically requests it or when the employee does not have enough sick leave, annual leave or compensatory time to cover an approved absence.

Insure your supervisors establish a leave schedule for your employees for the year, in advance. A common practice is to establish the schedule in January.

Great care should be taken when authorizing civilian employees unusual leave requests. Review AFR 40-630, *Absence and Leave*, review the union contract or talk to your local Civilian Personnel Office before taking action.

POSITION CLASSIFICATION AND POSITION DESCRIPTIONS

REG: AFR 40-511; AFR 40-512

Position classifications are designed to allocate a civilian position to a pay plan or pay system, occupational series, grade, and title. There are two major categories appropriated funded positions normally found on Air Force bases: the General Schedule (GS) and the Federal Wage System (FWS), GS positions are normally assigned in a contracting organization.

The General Schedule position will be what you will be working with in the organization. The FWS positions won't be covered. General Schedule positions have salary rates that are set by Congress based on the principle of equal pay for equal work. The various classes of GS positions are defined in standards by kind of work, level of difficulty and responsibility, and knowledge required to perform the work.

AF Form 1378 Civilian Personnel Position Description, is the driving vehicle in the classification of the position. It states the principal duties, responsibilities, and supervisory relationships of a position. CCPO conducts desk audits to determine if the position description is accurate based on the employee's actual work.

Your supervisors are responsible for determining the duty assignment and work requirements for each employee assigned and ensuring the accuracy of their position description to their work. If changes to the position description are required notify the servicing CCPO. Make sure employees are provided with a copy of the new position description and they acknowledge the changes.

GLOSSARY OF CIVILIAN PERSONNEL TERMS

This is a handy reference with definitions of terms frequently used in Federal civilian personnel work. It is by no means an exhaustive list, but it will help you understand some of the basic Federal personnel concepts.

ABSENCE WITHOUT LEAVE - Absence without prior approval. See also, **LEAVE WITHOUT PAY**.

ADVERSE ACTION - A removal, suspension, furlough for 30 days or less, or reduction in grade or pay. Actions resulting from reduction-in-force are not included. Adverse actions may or may not be for disciplinary reasons.

ANNOUNCEMENT - An official notice to the general public that applications are being accepted to fill certain types of positions in the Federal service. The announcement contains sufficient information to enable prospective applicants to determine whether they are qualified and wish to apply, and how, when and where to apply. Announcements thus include the qualification requirements for the positions.

Air Force announcements may also be issued at base, command, or Air Force level and restrict applicants to a prescribed area of consideration.

APPEAL - Written request by an employee for reconsideration (1) of a decision to take adverse action against the employee, or (2) a decision regarding classification of the employees position.

APPLICATION FORMS - Documents, commonly the Standard Form 171 and supplementary forms, completed by persons seeking Federal employment. See **STANDARD FORM 171**.

APPOINTING AUTHORITY - This is the authority (based on law) to take personnel actions, such as hiring, promoting, reassigning, demoting, separating, and paying employees. In the Air Force this authority is delegated from the Secretary of the Air Force to the commander of the organization to which a CCPO is assigned. As it is not practical for commanders to examine and sign each personnel action document, a commander designates the civilian personnel officer and selected members of the CCPO's staff to act in areas of the commander's responsibility.

APPOINTMENT, CAREER - The tenure of a permanent employee who has completed 3 substantially continuous, creditable years of federal service.

APPOINTMENT, CAREER-CONDITIONAL - The tenure of a permanent employee who has not yet completed 3 years of creditable, substantially continuous federal service.

APPOINTMENT, COMPETITIVE - Employment of a person who has competed with others on an OPM register for the same position. (See also, **COMPETITIVE PROCESS**)

APPOINTMENT, INDEFINITE - The tenure of a nonpermanent employee hired for an unlimited period of time.

APPOINTMENT, INTERMITTENT - Less than full-time employment requiring irregular work hours.

APPOINTMENT, NONCOMPETITIVE - Employment without competing with others, In the sense that it is done without regard to OPM registers or the priorities of applicant supply files. Includes reinstatements, transfers, reassignments, demotions, and some promotions. See also **COMPETITIVE PROCESS**.

APPOINTMENT, PERMANENT - Employment under the career-conditional employment system.

APPOINTMENT, TAPER - Abbreviation for "temporary appointment pending establishment of a register." Employment made under an authority granted to an agency when there are no register eligible to fill the position involved.

APPOINTMENT, TEMPORARY LIMITED - The tenure of a non-permanent employee hired for a specified period of time of 1 year or less.

APPOINTMENT, TERM - The tenure of a not permanent employee hired to work on a project which is expected to last over a year. Term appointments are limited to 4 years.

ARBITRATION - The process of settling disputes between a recognized labor organization and management by calling upon an arbitrator for a decision. An

arbitrator is an impartial third party who makes a decision for the disputing parties, who agree in advance to abide by the results.

AREA OF CONSIDERATION - The organizational or geographic area in which employees will be considered for promotion (or reassignment or demotion leading to promotion).

BREAK IN SERVICE - On placement into or outside of the Air Force (a transfer), it means not being on an agency payroll for 1 working day or more. For the 3-year career-conditional period or for reinstatement purposes, it means not being on an agency payroll for over 3 calendar days.

BUMPING - During reduction-in-force, the displacement by one employee of another employee in a lower tenure subgroup.

CERTIFICATE - A list of eligibles taken from a register and ranked according to Civil Service Regulations for appointment consideration. Also, in internal promotions, a list of the best qualified candidates.

CERTIFICATION - The process by which lists of eligibles are prepared and submitted to supervisors.

CERTIFICATION, SELECTIVE - Certifying only the names of eligible who have special qualifications required to fill particular vacant positions.

CLASS OF POSITIONS - From an employee standpoint, a class of positions consists of all positions requiring similar qualifications and treated the same for most personnel processes. From a job standpoint, a class of positions consists of those positions in the same specialized occupation at the same grade level. For example, all GS-3 Clerk-Typist positions.

COMPETITIVE AREA - For reduction-in-force, all positions in a commuting area serviced by the same CCPO.

COMPETITIVE LEVEL - All positions (in the same competitive area) that are interchangeable.

COMPETITIVE PROCESS - Unfortunately the terms "compete," "competitive," and "competition" mean various things, depending on the context. For example, competitive level refers to a seniority type of competition during RIF. In most cases, a person entering the Federal service (not just the Air Force) for the first time must compete for the job. A person who has competed for a job in the Federal service gains competitive status after having completed a one-year probationary period. An employee who serves three continuous years and becomes a career employee may leave the Federal service and need not compete again with members of the general public to reenter the Federal service. Unless there is a specific exception, the general rule is that jobs are in the competitive service, meaning that the filling of these jobs is subject to open competition among the public. Jobs not requiring the open competition are said to be in the excepted service (e.g., intelligence jobs and jobs occupied by student co-ops). Positions in the excepted service are those for which it is not practicable to have an examination. These staffing programs include the hiring of certain disabled veterans, a limited appointment to a U.S. citizen recruited overseas, emergency appointments made outside the register, etc. To summarize the above, and to quote the Federal Personnel Manual (FPM), employees are in the competitive service when they have competitive status and hold a competitive position under

nontemporary appointment. Let's focus now on Air Force employees who have already competed for jobs in the Federal service. Aside from the public competition, base employees must compete for promotions, or for jobs having promotion potential, or for training that leads to promotion. Competition in this local sense is required unless an approved exception exists. Examples of exceptions to competition include cases where prior competition occurred, e.g., to move to a trainee job so that no further competition is required for movement to the full performance level. Incidentally, competition in this internal sense may be broader than base-wide. The requirement for competition may be command-wide or Air Force-wide. Employees from one base may apply and be included in the promotion competition at another Air Force base provided the base is accepting applications.

CREDITABLE SERVICE - (for career tenure) three years of substantially continuous, qualifying service necessary to achieve career status.

DAYS - Unless otherwise defined, days refers to calendar days and not work days.

DEMOTION - Change of an employee to a lower grade, or (if moving between pay plans) a lower rate of pay.

DETAIL - A temporary assignment of an employee to a different position for a specific period. Detailed employees continue to be paid on their official (non detailed) positions.

DIFFERENTIALS - Recruiting incentives in the form of compensation adjustments justified by (1) extraordinarily difficult living conditions, (2) excessive physical hardship, or (3) notably unhealthful conditions.

DIRECT HIRING AUTHORITY - Approved agency recruiting plans which expedite recruitment of eligible for appointment to positions in shortage occupations.

DISCIPLINARY ACTIONS - Actions taken by management to correct an employee's delinquency or misconduct. Included are oral admonishments, reprimands, suspensions, removals and, in some cases, reductions in grade or pay. Some disciplinary actions are also adverse actions.

DISCRIMINATION - Any act or failure to act, impermissibly based in whole or in part on a person's race, color, religion, sex, age, mental or physical handicap, national origin, or reprisal that adversely affects privileges, benefits, or working conditions, or results in disparate treatment of employees or applicants.

DRUG AND ALCOHOL ABUSE, PREVENTION AND CONTROL PROGRAM - The AF program includes policies and procedures to prevent and reduce alcohol abuse.

DUAL COMPENSATION - Payment for more than one government job involving a total of more than 40 hours a week. Also, payment of salary to a civilian employee who at the same time is receiving a retirement annuity from the military service.

ELIGIBLE - Any applicant who meets the minimum entrance requirements and is rated "eligible" or given a rating of 70 or more in an examination by the OPM.

EMERGENCY ESSENTIAL POSITIONS - A civilian position that requires performance that is critically essential to the support of assigned Air Force missions at the beginning and in the early stages of an emergency.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) - The decision and policy-making body on most matters dealing with equal employment opportunity.

EXAMINATION - A means of measuring the qualification of applicants for employment in specific positions. An unassembled examination would consist largely of the review of an applicant's qualifications as these appear in records and documents. An assembled examination is a test. The examination for applicants and Federal employees extends through the probationary period.

EXCEPTED SERVICE - Positions outside the competitive service, as determined by law, executive order or OPM regulation.

FAIR LABOR STANDARDS ACT (FLSA) - A law that mainly affects the overtime pay provisions for hourly employees. Employees exempt from the FLSA include those on professional and managerial positions.

FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM - A legal program that requires the targeted recruitment of an enriched applicant pool to remedy discrimination of minorities and women.

FEDERAL GOVERNMENT SERVICE - The total of all periods of military and civilian Federal service considered for Civil Service retirement, reduction-in-force, and leave purposes.

FEDERAL MERIT SYSTEM - A complete system of personnel selection and management based on an integrated set of personnel policies, procedures and practices designed to accomplish 3 basic objectives: (1) to recruit a competent and suitable work force; (2) to insure a stable work force; and (3) to provide equal opportunity for employment.

FEDERAL PERSONNEL MANUAL (FPM) - The official OPM publication which contains its personnel regulations and instructions to Federal agencies.

FULL FIELD INVESTIGATIONS - The personal investigations of applicants' backgrounds to determine whether they meet fitness standards for critical sensitive Federal positions.

GENERAL SCHEDULE (GS) - The graded pay system for position other than those in trade and laboring occupations.

GRADE - A level of work or zone of difficulty, responsibility and qualification requirements, for example, GS-5, WG-8.

GRADE RETENTION - The provisions which allow an employee who would otherwise be demoted without personal cause to retain grade for two years.

GRIEVANCE - A request by an employee, or a group of employees acting as individuals, for personal relief in a matter of concern or dissatisfaction relating to which is subject to the control of Air Force management employment.

HEARING - The presentation of such oral and written evidence concerning an appeal or grievance as the Hearing Examiner deems pertinent in processing an appeal or grievance.

HEALTH BENEFITS - The health service and insurance programs established for Federal employees.

INCENTIVE AWARDS PROGRAM - The system of cash or honorary awards to encourage Federal employees to contribute suggestions, inventions, superior accomplishments, or other personal efforts for the improvement of Government operations.

INCREMENT - A salary increase provided for in certain governmental pay plans. Generally based upon time in grade and excellence of work performance. Also known as "periodic increase," "in-grade promotion," "within-grade increase," or "step increase."

INJURY COMPENSATION - The compensation and medical care provided to all civilian Federal employees for disability due to personal injuries sustained while in performance of duty or due to diseases relating to this employment.

JOB ANALYSIS - The technical dissection of a position into its components according to duties, responsibilities, qualification requirements, and level of work.

JOB CLASSIFICATION - Informal term for position classification.

JOB DESCRIPTION - Informal term for position description.

JOB ENGINEERING - Planning the requirements of positions in an organization in such a way as to insure logical relationship to the labor market, qualifications requirements, lines of progression, and the agency mission.

JOB FREEZE - The maintenance of a personnel status quo because of administrative or legislative action. May have the effect of stopping promotions or reallocations or of prohibiting the hiring of new personnel.

LABOR-MANAGEMENT RELATIONS - A general term which refers to the formal dealings and agreements between employees or labor organizations and managers.

LEAD AGENCY - Under the Federal wage system, the Federal agency which has the largest number of Federal wage workers in a wage area and, consequently, has the primary role for determining wage rates for all Federal employees who work in that area and are covered by the system.

LEAVE, ANNUAL - Time allowed for employees for vacation. With certain exceptions, civilian Federal employees accumulate it at the rate of 13 to 26 working days a year, depending on length of service.

LEAVE, COURT - Time allowed for employees for jury and certain types of witness duty.

LEAVE, MILITARY - Time allowed for employees who are members of the reserve or national guard to perform military duty.

LEAVE, SICK - Time allowed for physical incapacity to perform on the job, to prevent the spread of contagious diseases, or to obtain physical examination or treatment. With certain exceptions all civilian employees of the Federal Government accumulate it at the rate of 13 working days a year.

LEAVE WITHOUT PAY - A temporary nonpay status and absence from duty, granted upon the employee's request. Leave without pay is distinguished from "absence without leave," which is a nonpay status resulting from an agency determination that it will not grant an type of leave (Including leave without pay) for a period of absence for which he employee did not obtain approval or for which the request for leave based on alleged sickness was denied.

LIFE INSURANCE - The group life, death, and accidental dismemberment insurance available to Federal employees.

MERIT PROMOTION PROGRAM - The system under which bases consider an employee for internal personnel actions on the basis of personal merit.

MERIT SYSTEM PROTECTION BOARD (MSPB) - The body that reviews and decides on most employee appeals.

MOBILIZATION - Readiness provisions for operating the Federal Personnel System in time of national emergency.

NATIONAL AGENCY CHECK AND INQUIRY - (Abbreviated NACI) - The investigation of applicants or employees for non-sensitive Federal positions by means of a name check through national investigative files and voucher inquiries.

OCCUPATIONAL GROUP - Several series of classes in associated or related occupations, professions, or activities.

OFFICE OF PERSONNEL MANAGEMENT (OPM) - The designation of the Central Personnel Agency of the Federal government. Implements law and makes policy on matters of civilian personnel administration.

OFFICIAL PERSONNEL FOLDER The official repository of records and reports of personnel actions effected during an employee's Federal service and the documents and papers required in connection with such actions.

ORAL ADMONISHMENT - A disciplinary discussion between a management official who has authority to take disciplinary action and an employee subject to that authority in which the employee is informed that he or she has been disciplined by receipt own oral admonishment. It Is a disciplinary action which is not an adverse action.

PASS OVER - Elimination of a veteran eligible on a certificate from appointment consideration when the agency submits reasons on (Standard Form 62) which the local Area Office of OPM finds to be sufficient to justify it. If the Area Office sustains the request for pass over, the agency may consider only the two remaining eligible of the original top three for the vacancy involved.

PAY RETENTION - The provisions which allow an employee demoted without personal cause to retain pay or salary.

PERSONNEL ACTION - The process necessary to appoint or remove or make other personnel changes. Effected on a Standard Form 50 or equivalent.

PERSONNEL MANAGEMENT - The management of human resources for mission accomplishment and individual job satisfaction. It is the line responsibility of the operating supervisor and the staff responsibility of the personnel specialist.

PLACEMENT - Bringing new employees into a job. This may be done by appointment of someone new to government; promotion, demotion, reassignment, or transfer within an organization or from other agencies; and by reinstatement. The supervisor can make selection--effecting placement--from any source.

POSITION - The duties and responsibilities assigned or delegated by competent authority and requiring the full-time or part-time employment of one person.

POSITION CHANGE - A promotion, demotion, or reassignment.

POSITION CLASSIFICATION - Categorizing jobs by occupational group, series, class, and grade according to similarities and differences in duties, responsibilities, and qualification requirements. See also **JOB ANALYSIS**.

POSITION DESCRIPTION - A statement of duties and responsibilities comprising the work assigned to a civilian employee.

POSITION MANAGEMENT - The total consideration that is involved in the utilization of people to accomplish work. This concept includes evaluation of the need

for positions, required skills, knowledge, and the assignment of duties and responsibilities among all positions.

POSITION SURVEYS - Organizational review of positions to determine whether they are still needed and, if so, whether the classification, pay, and position descriptions are correct.

PREFERENCE - Same as veterans preference. The right to special advantage in personnel actions under authority of veteran laws, or regulations or instructions issued under these laws.

PREFERENCE ELIGIBLE - A former member of the military service who has been honorably discharged from a period of active service that includes "wartime or a campaign" for which a campaign badge is awarded, or who has a service-connected disability; also, certain wives, widows, and mothers of ex-servicemen.

PREFERENCE - 30% DISABILITY - Preference eligible with compensable service connected disability of 30% or more.

PREFERENCE, COMPENSABLE DISABILITY - (Abbreviated "CP") - 10-point veteran preference awarded to those receiving compensation for a service-connected disability of 10 percent or more.

PREFERENCE, MOTHER OR WIFE OR WIDOW - 10-point veteran preference to which the mother or wife or widow of a deceased or disabled ex-serviceman may be entitled.

PREMIUM PAY - Extra pay for overtime, night, holiday, standby duty; and administratively uncontrollable work.

PROBATIONARY PERIOD - A trial period, usually the first year of federal employment. It is the final step in the examining process. It provides the test of actual performance on the job, which no preliminary testing methods can approach invalidity. It is at this stage that the probationary employee maybe released without undue formality. New supervisors and managers also undergo probationary periods.

PROMOTION - Change of an employee to a higher grade, or (if moving between two pay plans) a higher rate of pay.

PROMOTION AND PLACEMENT REFERRAL SYSTEM (PPRS) - An automated system to identify candidates eligible for referral, grouping, and ranking for promotion or placement.

PROMOTION CERTIFICATE - A list of candidates being considered for an internal placement action.

QUALIFICATIONS - Those characteristics possessed by an individual which show whether the person can do the job. These include general or specialized experience, education, training and physical ability. There are additional eligibility requirements such as citizenship, suitability and age limits.

QUALIFICATION STANDARDS - These describe the qualifications required for an occupational group of positions. See also, X-118 and X-118-C.

RATING - A measure of merit of an applicant in an examination. It is expressed as "eligible," "ineligible," or, if eligible, the degree on a scale of 70 to 100.

RATING, AUGMENTED - The score attained by adding veteran preference points to competitor's earned rating.

RATING, EARNED - The score attained in an examination without credit for any points added for veteran preference.

REASSIGNMENT - Change of an employee to another position at the same grade.

RECRUITMENT - The process of attracting a supply of qualified eligible for employment in the Federal service.

REDEPOSIT - The return to the retirement fund of an amount previously withdrawn, plus interest.

REDUCED ANNUITY - A pension made smaller by retirement before the completion of the maximum number of years of employment, or age factor.

REDUCTION IN FORCE (RIF) - This is a method of filling positions when you have to decrease the number of jobs or you have an imbalance among the skills that are available and those that are required. The primary purpose of RIF is to make the best placement actions possible while protecting the seniority rights of employees. The technical definition for RIF is as follows: RIF occurs when reorganization, reclassification of a position due to change in duties, or the necessity to place another employee who has rights or reassignment or reemployment causes the removal of an employee from a competitive level by means of separation from the rolls, reassignment requiring displacement, or change to lower grade.

REEMPLOYMENT PRIORITY LIST - Lists of Group I (veterans) and II (nonveterans) employees separated by reduction-in-force. The list is in priority order for reemployment to competitive positions.

REEMPLOYMENT RIGHTS - The entitlement of employees to return to their long-term career employment after assignment for a relatively short period of time to other employments where they can make maximum contribution to the national interest. These other employments may be with the military service (see **RESTORATION RIGHTS**), the Foreign Service, public international organizations, the Peace Corps, or other agencies in the executive branch or overseas.

REFERRAL AND SELECTION PRIORITIES - The order (appearing in AFR 40-300) which must be observed in filling competitive service position vacancies. These priorities include employees identified for RIF, those on the DOD Stopper List, etc.

REGISTER - A list of qualified applicants compiled in order of relative standing for certification. Same as "eligible list."

REINSTATEMENT - Noncompetitive reemployment in the competitive service authorized on the basis of appointee's previous service under a career or career conditional appointment.

REMOVAL - The Federal euphemism for being fired.

REPRIMAND - A formal disciplinary letter issued to an employee by a management official who has authority to discipline the employee. It is a disciplinary action which is not an adverse action.

RESIGNATION - Separation at an employee's request. Employees are advised when they are first employed to notify supervisors in advance, if possible, and to give their reasons for resigning. It is a voluntary action and must not be secured through coercion or intimidation as a way to avoid firing the employee.

RESTORATION RIGHTS - The entitlement of employees who are restored following compensable injury or who leave their civilian positions for military duty to return to those positions after termination of that duty.

RETENTION REGISTER - A written or printed record of all employees occupying positions in a competitive level, arranged by tenure groups and subgroups, and by service dates within the subgroup in which some employees are retained and others are separated or reassigned.

RETIREMENT - Separation from Federal employment after attaining eligibility for the annuity benefits of the Retirement Act.

RETIREMENT DEFERRED - Separation or transfer to a position not under the Retirement Act an employee under age 62 with at least 5 years of civilian service. Such employees begin receiving annuities on their 62nd birthday.

RETIREMENT, 20-YEAR DISCONTINUED-SERVICE - Involuntary separation (e.g., through RIF) of employees through no fault of their own after they reach age 50 and have completed 20 years of service.

RETIREMENT, 25-YEAR DISCONTINUED-SERVICE - Involuntary separation of employees through no fault of their own after they have completed at least 25 years of service. This annuity is reduced by 1/6th of 1 percent for each full month they are under age 55.

RETIREMENT, OPTIONAL - Separation of employees after they apply for retirement on the basis of a combination of age and service. The minimum combinations of age and service making employees eligible for this kind of retirement are: Age 62 with 5 years of service; Age 60 with 20 years of service; Age 55 with 30 years of service.

RETREATING - During reduction-in-force, the displacement of one employee by another employee with higher standing in the same subgroup.

SERIES OR OCCUPATION - A specialized line of work. For example, Secretary or Mechanical Engineering Series.

SERVICE COMPUTATION DATE - The date, either actual or adjusted, from which service credit is accumulated for determining the rate of leave accrual; it may be different from service date, which determines relative standing in subgroup for reduction-in-force.

SPECIAL SALARY RATES - Rates higher than the regular legal salary schedule. The President established these higher pay rates for occupations in which private enterprise is paying substantially more than the regular Government schedule and this salary gap significantly handicaps the Government's recruitment or retention of well-qualified persons.

STAFFING - This is the personnel function that involves the filling of jobs, whether through outside requirement, from other agencies or Air Force bases, or placement from within an installation.

STANDARD FORM 50 - "Notification of Personnel Action" completed by the personnel or administrative office.

STANDARD FORM 52 - "Request for Personnel Action" completed by the operating official or supervisor.

STANDARDS - Measures of an applicant's or candidate's qualifications for a position (Qualification Standards) or the title, series, and grade of an incumbent's duties and responsibilities (Classification Standards).

STATUS EMPLOYEE - One who has completed the probationary period under the career-conditional employment system. Also known as an employee with competitive status.

SUITABILITY - An applicant's or employee's fitness for employment in the competitive service.

SUPERVISOR - For labor relations purposes, a supervisor is an individual having authority to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action. For classification and pay purposes, a supervisor is one having at least three subordinates and the authority specified in classifications standards.

SUSPENSION - An action which places an employee for disciplinary reasons in a temporary status without duties and pay. It is a disciplinary action and an adverse action.

TENURE - The period of time employees may reasonably expect to serve under their current appointment. It is granted and governed by the type of appointment under which employees are currently serving, without regard to whether they have competitive status or whether their appointment is to a competitive position or an excepted position.

TENURE GROUPS - Categories of employees ranked in priority order for retention during reduction-in-force. For the competitive service they are in descending order.

TIME AFTER-COMPETITIVE-APPOINTMENT RESTRICTION - The provision that three months must elapse after employee's latest nontemporary competitive appointment before they may be promoted, reassigned to a different line of work, or transferred or reinstated to a higher grade or different line of work in the competitive service.

TRANSFER - A change of an employee, without a break in service of one full work day, from a position into or outside of the Air Force.

TRANSFER OF FUNCTION - For reduction-in-force, it is the transfer of the performance of a continuing function from one competitive area to another, or the movement of the competitive area in which the function is performed to another competitive area.

UNEMPLOYMENT COMPENSATION - An unemployment insurance for Federal employees that is administered through State employment service offices.

UNFAIR LABOR PRACTICES (ULP) - There are two categories of ULPs, one group that can be committed by management and a group that can be committed by a labor organization. The specific practices are contained in Section 7116 of the Civil Service Reform Act.

UPWARD MOBILITY PROGRAM - An affirmative action requirement at each Air Force base. The emphasis in upward mobility is for those current base employees at the lower grades and on dead-end jobs to move to and advance in career fields having potential for advancement above the GS-9.

VOUCHER - An inquiry which agencies and the OPM send to former employers, schools, and others who presumably know a job applicant well enough to describe his or her job qualifications and personal character.

WAGE AREA - A local geographical area within which uniform rates of pay are established under the Federal Wage System and applied to positions of the same wage grade.

WAGE EMPLOYEES - Also called Federal Wage Workers. Those employees in trades, crafts, or labor occupations covered by the Federal Wage System and whose pay is fixed and adjusted based on prevailing rates in the locality.

X 118 - The OPM manual that measures an individual's qualifications for a GS (oral Schedule) job.

X-118C - The OPM manual that measures an individual's qualifications for a trades and, labor job.

LIST OF TECHNICAL ORGANIZATIONS TELEPHONE NUMBERS AND ADDRESSES

3444 Training Squadron (3444TS/TTC), 950 Voyager Dr. Suite 1, Lackland AFB, TX 78236-5724, DSN: 473-1803

Air Force Civil Engineering Support Agency (HQ AFCESA/ENM), 139 Barnes Drive, Tyndall AFB, FL 32403-5319, DSN:

Air Force Inspection Agency (HQ AFIA/MIE) 9700 G Ave SE, Kirtland AFB NM 87117-5670, DSN: 246-2881

Air Force Institute of Technology (AFIT/LSP) 2950 P Street, Wright-Patterson AFB OHIO 45433-7765, DSN: 785-4289

Air Force Logistics Management Agency (AFLMA/LGC), 501 Ward Ave, Maxwell AFB, Gunter Annex, AL 36114-3236, DSN: 596-4085

Air Force Military Personnel Center (Enlisted) (AFMPC/DPMRAD1) 505 C Street W, Suite 33, Randolph AFB, TX 78150-6001. DSN: 486-5205

Air Force Military Personnel Center (Officer) (AFMPC/DPMRA2) 505 C Street W, Suite 33, Randolph AFB, TX 78150-6001. DSN: 486-3566

Air Force Office of Special Investigation (HQ AFOSI/IVIFB) Bldg. 626, Duncan Ave, Bolling AFB, DC 20332-6001, DSN: 297-5430

Air Force Quality Institute 625 Chennault Circle, Maxwell AFB, AL 36112-6425 DSN: 493-6486, FAX: 493-3132

Air Force Utility Litigation Team (AFLSA/ULT) 139 Barnes Drive, Tyndall AFB, FL 32403-5319, DSN: 523-6217

Air Force Utility Rate Management Team (HQ AFCESA/ENE) 139 Barnes Drive, Tyndall AFB, FL 32403-5319, DSN: 523-6219.

Contracting Systems Division, BCAS Office (SSC/SML) 205 E. Moore Drive, Rm. 255AL, Maxwell AFB-Gunter Annex AL 36114-6343, DSN:596-3845

Environmental Contracting Division (HSC/PKV) 8005 9th Street, Brooks AFB TX 78235-5353 DSN: 240-6306 FAX: 240-4253

HQ SAF/AQC, Washington, DC 20330-1000, 255-1913, DSN: 225-1913